DEFENSE LOGISTICS AGENCY

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LONG-RANGE
INFORMATION RESOURCES
MANAGEMENT
(IRM) PLAN
FY 92 - FY 98

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The plan contains general IRM guidance, including Agency IRM goals, objectives, and strategies; accomplishments during the prior year; major issues and trends affecting the Agency's IRM Program; and individual mission area displays of new, continuing, and future initiatives. The information is used to devise the Agency's IRM budget submission.

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PREFACE

The Defense Logistics Agency (DLA) Long-Range Information Resources Management (IRM) Plan FY 92-98 is published in accordance with the requirements for Federal IRM Planning synopsized in the Federal Information Resources Management Regulation:
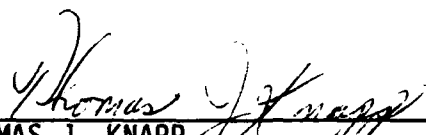
> The Paperwork Reduction Act requires development and annual revision of a plan for meeting the Agency's information technology needs.

> Office of Management and Budget Circular A-130 requires agencies to establish a multiyear strategic planning process for acquiring and operating information technology that meets program and mission needs, reflects budget constraints and forms the basis for budget requests.

> Acquisition of Federal Information Processing Resources must be in accordance with the multiyear IRM strategic plan.

This is DLA's second annual Long-Range IRM Plan. It supersedes the FY 91-97 Plan dated 31 January 1991. Information in this Plan is current as of 14 February 1992.

The Plan has been restructured to emphasize a customer focus, highlighting the IRM initiatives and requirements of the major mission areas of the Agency.

THOMAS J. KNAPP
Assistant Director, Information Systems
 and Technology
DLA Senior IRM Representative

i

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ii

SECTION 1: INTRODUCTION AND BACKGROUND

1.1 Mission and Resources

The mission of the Defense Logistics Agency (DLA) is to provide effective and efficient logistics support to the Armed Forces, other Department of Defense (DoD) components, Federal agencies, foreign governments and others, as authorized, for assigned materiel commodities and items of supply, including weapons systems, logistics services directly associated with the supply management function, contract administration services, and other support services as directed by the Secretary of Defense.

DLA's primary activities include procuring, stocking and issuing materiel to support the Armed Forces; administering government contracts; and providing other worldwide support services such as property reuse and disposal, cataloging of supply items and management of defense industrial property and the National Stockpile.

DLA's vision is to continually improve the combat readiness of America's fighting forces by providing America's Soldiers, Sailors, Airmen, and Marines best value supplies and services, when and where needed. To accomplish this vision, DLA's goals are to create an environment that attracts and retains quality people to meet DLA's requirements; identify, define and quantify customer requirements in specific terms and match those requirements with DLA capabilities to ensure customer satisfaction; deploy information systems that meet user needs; lower costs and maximize the return on investments; and build an effective relationship with industry to ensure availability and sustainability.

DLA has a worldwide staff of over 50,000 civilian and military personnel. This staff manages and stores almost 3,000,000 line items of supply, deals with over 40,000 suppliers, and manages over 700,000 contracts in support of the Military Services, other DoD components, Federal Agencies and foreign governments. DLA has field activities in nearly every state and in more than 20 foreign countries.

Headquarters (HQ) DLA, located at Cameron Station in Alexandria, Virginia, is composed of a Command Group, HQ Defense Contract Management Command (DCMC) and 19 Principal Staff Elements (PSEs); six of the PSEs are Mission Executive Directorates, the other 13 are Central Staff Offices. The PSEs are under the direction and operational control of the Command Group.

DLA has four types of Primary Level Field Activities (PLFAs) located throughout the United States; Supply Centers, Service Centers, Depots and Defense Contract Management Districts (DCMDs). The DCMDs report directly to the Commander, DCMC. A number of secondary and tertiary field activities also exist at military installations and contractor facilities worldwide. Profiles of the PLFAs are in Appendix A.

Figure 1 is the DLA Organization Chart, showing the HQ and PLFA organizations.

DEFENSE LOGISTICS AGENCY

DLA TOTAL QUALITY OFFICE

DEFENSE CONTRACT MANAGEMENT COMMAND (DCMC)

DIRECTOR (DLA-D)

DEPUTY DIRECTOR

DEPUTY DIRECTOR (AM)

CHIEF OF STAFF

HQ DLA EUROPE (DEUR)

HQ DLA PACIFIC (DPAC)

PRINCIPAL STAFF ELEMENTS

OFFICE OF POLICY & PLANS DLA-L	OFFICE OF INFORMATION SYSTEMS AND TECHNOLOGY DLA-Z	OFFICE OF COMPTROLLER DLA-C	OFFICE OF GENERAL COUNSEL DLA-G	OFFICE OF CONTRACTING INTEGRITY DLA-J

OFFICE OF SMALL AND DISADVANTAGED BUSINESS DLA-U	OFFICE OF COMMAND SECURITY DLA-I

OFFICE OF INSTALLATION SERVICES AND ENVIRONMENTAL PROTECTION DLA-W	OFFICE OF ADMINI-STRATION DLA-X	OFFICE OF PUBLIC AFFAIRS DLA-B	OFFICE OF CONGRES-SIONAL AFFAIRS DLA-Y	OFFICE OF CIVILIAN PERSONNEL DLA-K	OFFICE OF MILITARY PERSONNEL DLA-M

DIRECTORATE OF SUPPLY OPERATIONS DLA-O	DIRECTORATE OF CONTRACTING SERVICES DLA-P	DIRECTORATE OF TECHNICAL & LOGISTICS SERVICES DLA-S	DIRECTORATE OF CONTRACT MANAGEMENT DLA-A	DIRECTORATE OF QUALITY ASSURANCE DLA-Q	DIRECTORATE OF PROGRAM & TECHNICAL SUPPORT DLA-E

PRIMARY LEVEL FIELD ACTIVITIES

SUPPLY CENTERS

DEFENSE CONSTRUCTION SUPPLY CENTER
DEFENSE ELECTRONIC SUPPLY CENTER
DEFENSE FUEL SUPPLY CENTER
DEFENSE GENERAL SUPPLY CENTER
DEFENSE INDUSTRIAL SUPPLY CENTER
DEFENSE PERSONNEL SUPPORT CENTER

DEPOTS/DISTRIBUTION REGIONS

DEFENSE DEPOT OGDEN
DEFENSE DEPOT COLUMBUS
DEFENSE DEPOT RICHMOND
DEFENSE DISTRIBUTION REGION EAST
DEFENSE DISTRIBUTION REGION WEST
DEFENSE DISTRIBUTION REGION CENTRAL

SERVICE CENTERS

DLA ADMIN SUPPORT CENTER
DEFENSE LOGISTICS SERVICES CENTER
DEFENSE NATIONAL STOCKPILE CENTER
DEFENSE REUTILIZATION AND MARKETING SERVICE
DLA SYSTEMS AUTOMATION CENTER

DEFENSE CONTRACT MANAGEMENT DISTRICTS (DCMDs)

DCMDS (SOUTH)
DCMDN (NORTHEAST)
DCMDC (NORTH CENTRAL)
DCMDW (WEST)
DCMDM (MID-ATLANTIC)
DCMCI (INTERNATIONAL)

Figure 1

DLA currently operates 13 major standard Automated Information Systems (AISs) employing over two dozen mainframe computers and over 300 minicomputers. Descriptions of the major AISs are contained in Appendix B. More than 30,000 workstations throughout DLA activities are connected to these systems, and can be interconnected to most systems in the Agency via the DLA Corporate Network (DCN). Estimates of non-DLA users accessing DLA systems and services now exceed 20,000 and are expected to increase exponentially as electronic commerce and electronic data interchange (EC/EDI) take hold in the DLA-industry exchange of transactions.

Figures 2 and 3 show the growth in the DLA Information Resources Management (IRM) investment since FY 89. The short term infusion of funds in FY 91 and 92 reflects the investment dollars required to enact certain Defense Management Report Decisions (DMRDs) including Depot Consolidation, the Streamlining of Contract Management and the Consolidation of Automated Data Processing (ADP). This investment is expected to facilitate long-term productivity gains in the functional user areas and in the Agency's IRM investment.

1.2 Information Resources Management (IRM)

The Assistant Director, Office of Information Systems and Technology (DLA-Z), is the DLA Senior IRM Representative.

The mission of DLA-Z is to serve as the DLA senior policy official and the principal staff advisor and assistant to the Director and other HQ DLA staff elements on all DLA Automated Data Processing/Telecommunications (ADP/T) policies, plans, programs and objectives related to the following:

- Design, maintenance, operations, and use of DLA telecommunications and information systems and assigned DoD-wide standard information systems.

- Acquisition and management of ADP/T equipment and personnel resources.

- Assessment of ADP/T technology, research and development, and technical evaluations.

- Staff supervision over designated Central Design Activities (CDAs) within the Agency for all approved AISs.

- Development, implementation, and administration of the DLA IRM Program.

- Provision of centralized equipment management for ADP/T, office automation, office printing, and reproduction equipment.

- Program/project management for all AIS initiatives.

Within DLA-Z, the Chief, IRM Division administers the DLA IRM Program, including planning, development of policy and procedures, and oversight and resources management for the Agency. The IRM Division assures the program is in compliance with applicable Federal, DoD and DLA standards, instructions, and regulations.

3

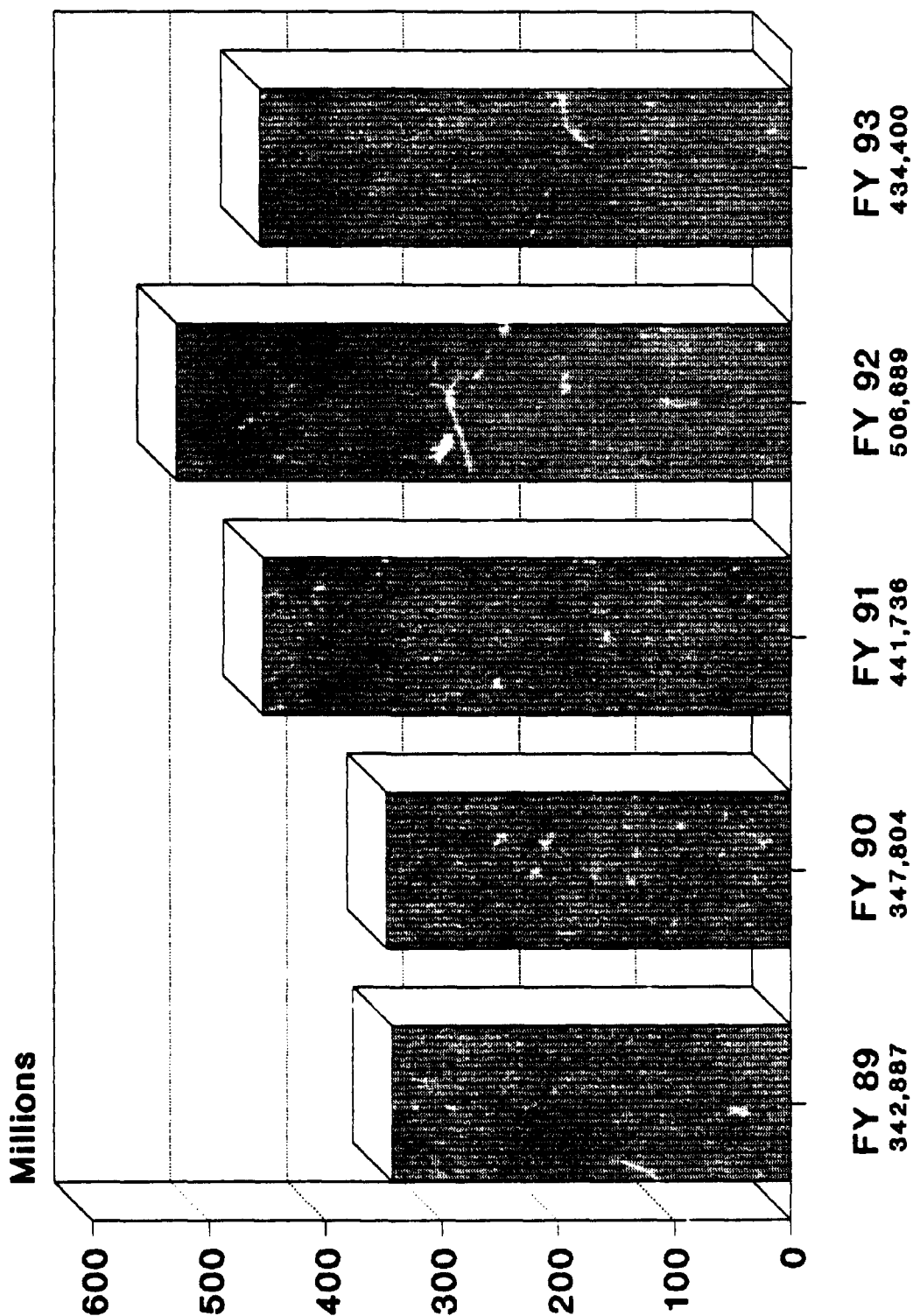# IRM BUDGET TREND
(TOTAL OBLIGATIONS IN SEP 91 43A)

Millions

Year	Value
FY 89	342,887
FY 90	347,804
FY 91	441,736
FY 92	506,689
FY 93	434,400

Figure 2

4

IRM BUDGET - SEPTEMBER 1991
($000)

PROGRAM	FY 91	FY 92	FY 93
ADP Consolidation	$ 127	$ 13,650	$ 7,125
APCAPS	6,270	4,588	4,008
BOSS	621	526	1,687
DAAS (less DARP)	243	3,523	2,026
DAISY	7,131	5,249	4,536
DARP	7,330	8,604	7,983
DFAMS	2,013	2,460	2,830
DIPEC	451	298	75
DISMS	6,833	8,037	8,775
DLIS	869	1,154	372
DLSC Modernization	20,613	11,428	7,767
DSATS	1,627	843	2,160
DSS	25,031	14,729	7,792
EDMICS	15,550	14,773	1,700
EMACS	362	191	100
Misc. Modernization	5,829	25,718	959
MOCAS	13,753	21,943	12,731
RPMA	779	0	884
SAMMS	19,263	22,720	16,621
Site Operations	269,819	259,355	267,101*
Technology	11,634	30,185	30,711
Telecommunications	25,588	56,715	46,457
TOTALS	$441,736	$506,689	$434,400

* Site Operations were reduced by the amount of
  Interagency Offsetting Collections in the 43A.

Figure 3

5

The Staff Director of the Office of Command Security (DLA-I) is the DLA
Information System Security Manager (ISSM) for the DLA ADP Security Program.
The ISSM develops computer security policy and procedures and assures the DLA
ADP security program complies with applicable Federal, DoD and DLA standards,
instructions and regulations.

The Office of Administration, DLA-X, manages the IRM activities of records,
forms, correspondence, libraries, publications management, privacy, mail
management, reprographics and micrographics.

1.3 IRM Policy and Guidelines

DLA IRM policy is derived from various decision making bodies, from DLA
Regulations (DLARs) governing specific aspects of IRM, and is given direction
and detail in a number of plans. The major policy and guidance bodies and
documents are discussed below.

DLA Council; composed of the Deputy Director, Deputy Director for Acquisition
Management, Chief of Staff and Heads of PSEs; serves as the principal policy
advisory group to the Director and provides final decisions for ratification
by the Director on overall Agency policy, programs, resources, and such other
matters as may significantly affect the successful accomplishment of the DLA
mission. The DLA Council also exercises staff supervision over the HQ DLA
corporate management structure and reviews and evaluates Agency objectives,
DoD objectives, major DLA or other initiated studies and other matters having
actual or potential impact on DLA. The DLA Council reviews, approves and
modifies resource management and programmatic subjects presented by designated
panels or other DLA elements.

DLA Automated Information Systems Review Council (DAISRC), established in
1990, ensures DLA's AIS programs are clearly identified and prioritized and
that they are corporately reviewed and approved. The DAISRC objectives, as
defined in DLAR 4730.9, DLA Automated Information Systems Review Council, are
to minimize schedule slippages, risks and cost overruns, and to ensure major
AIS approvals are linked to DLA's Strategic and IRM Plan requirements. The
DAISRC functions are to ensure the Agency:

  - manages all modernization efforts and enhancements consistent with
    policies for Life Cycle Management (LCM) of AISs,

  - manages, acquires, develops, implements and operates its major AISs in the
    most economical, effective and efficient manner possible, and

  - develops major AIS programs in keeping with the DLA vision of the future
    as described in the DLA Strategic Plan.

The DAISRC is chaired by the Deputy Director. Heads of 11 PSEs are permanent
members; heads of two PSEs are on-call members, other PSEs may attend at their
request.

DLAR 7740.1, DLA IRM Program, describes policies and responsibilities for the
management of the DLA IRM Program. It covers the information management
activities of information technology, data elements/administration,
information collection, IRM acquisition and budget processes, privacy of

6

records, information security, statistical activities, forms, reports and records. It encompasses management of information within DLA, as well as information provided to and received from Federal agencies and the public.

DLAR 7750.1, Management and Control of DLA Information Requirements, covers the management and control of DLA information requirements and provides for continuity of reporting during emergency conditions. It applies to all existing, new and revised information requirements, one-time and recurring.

The regulation encompasses management data or information requirements which necessitate the establishment or maintenance of manual or automated recordkeeping or reporting systems. The control provisions apply, except for certain exclusions, to all DLA-prescribed or sponsored internal, interagency and public reporting requirements.

DLAR 4700.5, DLA Data Management Program (DMP), establishes policy and assigns responsibilities for the creation of a coordinated and integrated data sharing environment. This program complements the information management requirements of the DoD and DLA IRM Programs. All data, current and historical, both automated and manual, and all contractor-developed ADP/T systems as well as in-house development are subject to the provisions of this regulation.

The DMP regulation establishes the policy that data will be given the full focus and attention as a major DLA corporate resource. It establishes the DLA Corporate Repository (DCR) which contains metadata and serves as the authoritative source of all Agency information architecture components. The regulation establishes policy that data will be structured to support information requirements as guided by information models, data architectures, and data element standards. It identifies the responsibilities of the DLA Data Strategist, Data Administrator, Data Base Administrators, and Data Stewards who will implement the data steward program.

DLAR 4710.1, Management of ADP/T Resource Acquisition, establishes policy and assigns responsibilities for ADP/T acquisitions. It is currently undergoing a rewrite to expand the contents and be more useful to users.

DLAR 4710.8, DLA End User Computing (EUC) Policy and Procedures, establishes policy, assigns responsibilities and delineates procedures for requesting, acquiring, operating and managing EUC resources.

DLAR 4730.1, Life Cycle Management (LCM) of DLA Automated Information Systems, establishes policy, assigns responsibilities and delineates procedures for the management, development and operation of a new AIS, and those modifications to existing AISs and special programs that qualify for LCM.

DLAR 4730.3, DLA ADP/T Configuration Management (CM) Program, prescribes policy and assigns responsibilities for the Agency CM Program. To ensure CM is applied to all systems, the regulation applies throughout any system's life cycle to all activities responsible for developing and managing current and modernization systems.

The regulation describes the policies governing the DLA ADP/T CM Program, the DLA CM organization, and the levels of review and approval for the requirement

7

process. In addition, it describes the method for classifying requirements, the CM responsibilities at various activities, and the CM procedures.

DLA Strategic Plan is the result of a major effort within DLA in the Spring of 1988 to rethink its external and internal characteristics; including its mission, problems, opportunities, goals, objectives, strategies and tasks.

The Plan is written for a wide variety of audiences. It attempts to include the needs of stakeholders outside the Agency such as DoD, the Military Services and Congress, as well as those of the Agency's management.

The Plan consists of three volumes.

- Volume 1 presents four topics: "Planning Process" sets the scene; "DLA Today" describes a number of perspectives and thereby defines a baseline from which to move forward; "Towards Tomorrow" states commonly accepted principles and assumptions that evolve into statements of Mission, Goals, Objectives, Strategies, and Tasks; and the "Implications" topic outlines a Concept of Operations for the Agency of tomorrow.

- Volume 2 contains the "Strategies and Tasks" needed to execute and control the plan. It also contains the details of the resource plans for the Agency.

- Volume 3 contains reference material intended for use within DLA during subsequent stages of the planning cycle.

The current version of the Strategic Plan is dated 1988, for Volumes 1 and 3, and 1990 for Volume 2. The Plan is updated on an as-needed basis.

DLA Long-Range IRM Plan provides a roadmap for the Agency's IRM Program. The Plan assesses IRM accomplishments, evaluates issues and trends affecting the IRM Program and portrays corporate and PSE IRM initiatives over the next seven years. The Plan serves as the driver to the formulation of the Agency's IRM budget.

The Plan is revised annually in March. Further detail on the IRM Planning Process, including the role played by various plans described below, is contained in Section 1.5.

DLA IRM Environment Vision and Prescription prescribes a reengineered IRM data, process, network, technology and organizational environment targeted for the mid-1990s and beyond (after the ADP consolidation environments are normalized).

The IRM Environment Vision and Prescription is revised as required. Current version is dated Apr 91.

Technology Plan documents the process of improvement DLA plans to take within the next five years. It assesses what can be done, analyzes why it should be done, specifies who will do it, and explains actions taken thus far.

The Technology Plan supplements the Long-Range IRM Plan by providing greater detail on the various policies and projects that are prompted by improvements

8

in technology. As technologies mature into feasible and cost-effective solutions, projects and acquisitions are planned in accordance with the appropriate regulations. Some technologies, such as artificial intelligence, give users new capabilities and thus become specified into functional application projects. Other technologies, such as operating system modernization, simply improve the platform on which the functional systems run. This plan includes both types of technologies but focuses on the latter. The plan is normally revised annually. The current version is dated Jan 91.

Strategic Telecommunications Plan describes the strategic direction of DLA's telecommunication program. It provides information about the current environment and the strategic goals for providing a high quality of service to customers both internal and external to DLA. The Plan is heavily influenced by the changing direction of DoD's telecommunications program, where efforts are underway to consolidate the independent Service/Agency networks. The Plan, therefore, represents DLA's strategies within the evolving environment.

The plan is revised on an as-required basis. The current version is dated Dec 91.

Information Systems Technology Integration Guide provides integration objectives and a reference for available and planned technology components.

The objectives of the "State of the Contract Design" and Network Computing as described in the DLA IRM Environment Vision and Prescription are further supported with integration components.

The guide is revised annually. Current version is dated Jan 91 and is contained within the Technology Plan.

Five Year End User Computing (EUC) Plan provides DLA-wide policy and direction of current and future EUC requirements and programs. The initial version of the plan is being developed.

Five Year Capacity Plan indicates all ADP/T requirements necessary for budget planning purposes.

The plan provides a comprehensive view of the IPC hardware, software and telecommunications requirements for the next five years. Consolidation initiatives and known mission workload growth requirements are extensively documented.

The plan is normally revised annually. Current version is dated 30 Jul 91.

AIS Master Program Plan provides AIS modernization direction in order to accomplish the goals and objectives of the DLA Strategic Plan and new decisions or changes published in the latest DLA Long-Range IRM Plan. As such, it serves as a baseline for development of the AIS Management Plans and Program Management Plans, reflecting the objectives and strategies of the AIS Modernization Program, and becoming the cornerstone on which all other AIS planning, design, development and deployment are based.

For each of the 13 major AISs within DLA, the reader is given information on its scope, the DLA Strategic Plan objectives with which it is involved and the

9

supporting projects. Each project reported provides a short description of its goal(s) along with baseline, initiative, and project/improvement information, implementation schedule, generic resources required (specific resource information is provided in the President's Budget), and Corporate Information Management/Defense Management Report Decision (CIM/DMRD) impact information.

The plan is revised semiannually. The current version is dated Dec 91.

ADP/T Configuration Management Plan (CMP) defines in detail the procedures, activities and responsibilities for implementing configuration management (CM) within the DLA ADP/T environment. The CM environment for ADP/T supports IRM and Total Quality Management (TQM) guidelines. The CMP is used for existing AISs being maintained and those AISs designated as projects (systems not within the cost or scope defined by the DoD Major AIS Review Council (MAISRC)). Those systems being established by modernization program efforts will be required to have a separate CMP based on the guidelines established in this plan.

The CMP describes in detail the various facets of CM such as organization and planning. In addition, the plan discusses how configuration items are to be identified and baselined; how requirements are to be managed and controlled; the status accounting and reporting facet; and the various reviews and audits necessary to support the CM program. The plan also describes the functional prioritization of requirements and the instructions for preparing the various CM forms.

The plan is reviewed annually for update requirements. Current version of the plan is dated Dec 90.

Acquisition Configuration Plan (ACP) is a high level representation of projected future Federal Information Processing (FIP) resource requirements to identify potential shortfalls in available contract vehicles. This permits early initiation of efforts to provide contract vehicles to meet future needs.

The concept of the ACP is to map projected needs against existing contracts, the expiration dates of existing contracts and project if and when new contracts need to be in place. The ACP is revised annually, based on the IRM Plan and results of the budget data call.

Acquisition Execution Plan (AEP) is a detailed document which reflects a roll up of individual requirements in the approved budget and identifies the acquisition method to obtain the FIP resources identified in the budget. The AEP identifies whether the FIP resources will be acquired from an existing contract or whether a new contract vehicle is required.

The AEP is a forecasting tool to identify the planned expenditures against existing contracts (Agency, other agency and interagency) as well as identifying the need for new contract actions. For new contract actions, the AEP specifies the major participants, milestones and total estimated values for the contract life. The AEP facilitates the identification of differences between program needs and acquisition schedules, projected contract

10

scope/deliveries versus multiple program requirements, and acquisition projects that either need to be accelerated or delayed as a result of budget program realities.

The AEP is updated annually based upon the approved FY budget program. The current version is dated 20 Dec 91.

Project Development Plans (PDPs) provide a schedule of the CDAs systems for new development and for maintenance. Funding requirements are identified in the PDPs that are used to formulate the CDA's input to the Agency IRM budget.

The PDP process cycle and publication are done every six months, in September and March. The process includes the development of Functional Priority Lists (FPLs), ADP technical/acquisition integration, and working group meetings to resolve problems.

General Plan for ADP/T Security describes the DLA ADP/T security program, its current status, its near- and long-range objectives and, in general terms, the approaches being taken to assure management control and direction of the means by which those objectives are reached. The Plan serves as a reference for measuring the value and appropriateness of proposals which may from time to time be set forth to achieve the Agency's security goals. The Plan is, then, more a framework than a precise description of future security developments. It says "what" without restricting the future to a specific "how."

The current version of the plan is dated Dec 91.

1.4 Long-Term Planning and Management Strategy

The DLA corporate planning process progresses in a top-down manner, but with feedback about existing situations and needs from organizational commanders, operations managers and customers being interpreted and incorporated. Indeed, all DLA corporate actions are in response to the needs of DoD management, the Military Services, other DoD components, and DLA management's own goal of effective, efficient and economical operations. For analysis and planning purposes, Agency operations have been partitioned into four strategic business areas, and each business area into multiple functions. Yet, all business areas are interrelated, as are the functions within each business area and, to varying degrees, across business areas. The DLA strategic business areas are:

Materiel Management - For assigned items, Materiel Management focuses on supporting the customer in the physical handling and storing of goods. Private industry is the source of supply. A number of different product classes require specialized knowledge for effective management. Some engineering support is required to help maintain an industrial base of defense-related tools not sufficiently maintained in the private sector and is required for determining substitutability and reverse engineering where technical data for spares and replacement ordering is lacking. This business area also presently includes the manufacturing of textile products as a source of supply for such items. As currently practiced, another part of this business unit includes the redistribution of excess material from one location

11

within DoD to another. Elimination of the use of hazardous materials as well as the disposal of hazardous materials actually used comes under the jurisdiction of this business.

Acquisition Services - As required by the Federal Acquisition Regulation (FAR), Acquisition Services provides a variety of contract administration services, primarily to the Military Services and to DLA's Materiel Management business. The services that are provided range from serving as the central point for managing a contract to negotiating and defining complex procurement actions. The basic responsibility of these services is to ensure contractor compliance with the terms of contracts, including quality at reasonable cost. In support of these services, some engineering support is required.

Distribution Services - Distribution Services consists of those activities required to get ordered goods to the customers. This means that sometimes the goods are in the possession of DLA and pass through DLA depots while at other times materiel is moved directly from vendors to customers. Distribution of goods to customers is accomplished through the functions of a series of depots and a variety of transportation facilities and services. These are coordinated in a variety of ways by the different offices.

Corporate Support - Corporate Support consists of those activities dealing with the management of the six basic resources of the Agency: Personnel, Information, Organization, Capital, Facilities, and Equipment.

Figure 4 shows the Agency's FY 92 IRM Modernization Budget apportioned by the four strategic business areas.

DLA corporate planning reflects the strategic business areas and resources. The DLA Strategic Plan contains Goals, Objectives, Strategies and Tasks for each area and resource. The Goal, Objectives and Strategies for the Corporate Support (Information) portion of the DLA Strategic Plan reflect the major initiatives of DLA's IRM organizations over the planning period.

In addition to traditional organizational approaches to meeting the Goals, Objectives and Strategies, DLA has adopted TQM principles and methods to enhance strategic planning.

The initial step for initiating a TQM approach was the translation of the DLA Vision into target areas for corporate improvement. The target areas are:

1. Create an environment that attracts and retains quality people to meet DLA's requirements.

2. Identify, define and quantify customer requirements in specific terms and match those requirements with DLA capabilities to ensure customer satisfaction.

3. Deploy information systems that meet user needs.

4. Lower costs and maximize return on investment.

5. Build an effective relationship with industry to ensure availability and sustainability.

12

FY 92 IRM MODERNIZATION BUDGET BY BUSINESS AREA ($K)

ACQ SVCS
43.209

CORP SUPP
51.941

DIST SVCS
20.821

MATL MGMT
74.646
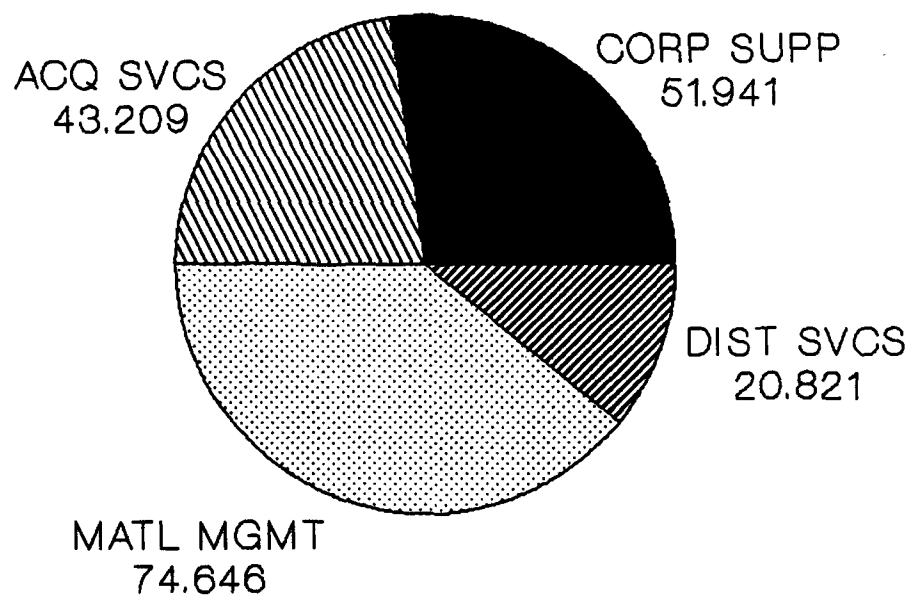
TOTAL 190,617 (SEP 91 43A)

Figure 4

To reach these targets, Quality Management Boards (QMBs) were established, one to address each target. The QMBs, comprised of key managers and specialists from various PSEs, formed Process Action Teams to address specific objectives and to develop Breakthrough Strategies.

While all five QMBs rely on elements of IRM, QMB #3 has an exclusively IRM focus. The four objectives of this Board are:

Organize for Success - Consolidate and realign ADP/T operations and CDAs for more cost-effective service.

Strengthen the DAISRC Process - Embrace one clear and understandable process for Agency ADP/T planning, programming, budgeting and execution.

Fix Acquisition - Streamline the Agency's ADP/T acquisition process to meet needs on time.

Satisfy DLA Customers - Institutionalize a process for rapid systems development and deployment by adopting corporate information engineering practices and tools.

The DLA Strategic Plan, Corporate Support (Information) Goal, Objectives and Strategies which follow reflect the initiatives being undertaken by DLA's IRM organizations (DLA-Z, DLA-I and DLA-X) as well as by QMB #3. They provide broad strategic guidance to DLA for direction of the information resources and form a guideline for establishing priorities and a basis of action.

The accomplishments made in IRM in the last few years are providing a base from which DLA is integrating, executing, and institutionalizing its various information programs and activities through business practice improvements and information technology program management.

This institutionalization will continuously be fostered in a customer-focused TQM environment and integrated throughout DLA.

CORPORATE SUPPORT (INFORMATION) GOAL: **Achievement of the Optimum Utility of Information**

Objective 1: Maximize Management and Control of IRM Activities

    Strategies: 1-1 Institutionalize the DLA IRM Program
               1-2 Improve the Planning, Programming and Budgeting System
                    for ADP/T Requirements
               1-3 Consolidate/Realign ADP/T Operations
               1-4 Institutionalize Corporate Information Practices and
                    Tools for Rapid Systems Deployment
               1-5 Implement ADP/T Configuration Management
               1-6 Develop/Implement End User Computing (EUC) Program

14

<u>Objective 2</u>:   Increase Corporate Business Process Productivity Through
                     Continuous Process Improvement

    Strategies: 2-1 Review IRM Management Procedures/Functions and DCMDs
                2-2 Institutionalize Process Improvement
                2-3 Institutionalize DLA-Wide Paperwork Reduction Program to
                     Reduce ADP/T Paper Output 50% Within a Year
                2-4 Implement IRM Customer Satisfaction Program

<u>Objective 3</u>:   Leverage Technology

    Strategies: 3-1 Provide Telecommunications Networks and Services to
                     Support DLA Mission Performance
                3-2 Implement and Manage the Electronic Commerce/Electronic
                     Data Interchange (EC/EDI) Program

<u>Objective 4</u>:   Improve the ADP/T Acquisition Process

    Strategies: 4-1 Streamline the Acquisition Process
                4-2 Utilize TQM Methods to Improve the DLA ADP/T Acquisition
                     Process

<u>Objective 5</u>:   Improve Information Services

    Strategies: 5-1 Implement an Automated Graphics System for the Imaging of
                     DLA Briefing Materials
                5-2 Establish an Interactive Electronic Publishing Data Base
                5-3 Develop a New System for the Control of Records in Each
                     Functional Area

<u>Objective 6</u>:   Develop and Maintain a Secure Architecture and Operating
                     Environment

    Strategies: 6-1 Broaden Knowledge and Skills of Computer Security
                     Professionals and Enhance Security Awareness
                6-2 Develop and Implement a More Reliable and Maintainable
                     System for User Identification and Authentication
                6-3 Develop and Implement a More Effective Means for Securing
                     Operational Platforms at All Levels

In order to effectively and efficiently accomplish all the strategies and the
associated tasks, the overall emphasis for Information needs to focus on:

   - information as an asset or a strategic resource;

   - open systems architecture, standardized systems and consolidated
     resources;

   - streamlined IRM processes;

- full and open competition;

- keeping up with emerging technologies;

- attracting and retaining a highly competent and responsive work force; and

- maintaining a secure environment.

1.5 IRM Planning Process

The IRM Planning process is a year-long process that starts in September of each year and ends with an Agency budget submission in September of the following year.

During the initial steps of IRM planning, data is solicited in September and October which requests each mission area/functional area (customer) to define its goals and major investment needs over the next seven years. At this time an attempt is made to estimate the overall IRM investment that will be needed, by mission area, for each of the seven years represented in the DLA Long-Range IRM Plan. The Plan will contain general IRM guidance, including Agency IRM goals, objectives and strategies; accomplishments during the prior year; major issues and trends affecting the Agency's IRM Program; and individual mission area displays of new/continuing/future initiatives. The plan is assembled, staffed and approved by the Agency Director during the months of November through February and is distributed in March.

In April, a budget data call is issued for the Agency IRM needs over the next seven years. The data call emphasizes that submissions must relate to the approved DLA Long-Range IRM Plan. The initial budget requirements document is built using the previous budget outyear requirements and the data received from the data call.

The next step is to marry up the customer priorities resulting from the FPL for CDA work with the ADP equipment acquisitions line items contained in the budget data. AIS administrators and site managers develop the consolidated mission area priority list using the AIS Master Program Plan, FPL, Technology Plans, Strategic Telecommunications Plan, Capacity Plan, EUC Plan and Economic Analyses/Business Cases. These mission area priority lists are then presented to the DAISRC. The DAISRC approves the mission area projects and if target funding guidance is available, the DAISRC determines what percentage of the IRM budget will be allocated against these requirements. If the OSD target figures are not available at this time, all approved projects approved by the DAISRC are submitted in the Agency budget that goes forward to OSD. When the target or actual marks are received, the DAISRC may be required to reconvene and establish a "cut line" across each of the mission area budget items. Unfunded requests for IRM support are held on file for funding that may or may not materialize during a given year. If funding does not materialize, those projects are recompeted in the next year's data call.

Figure 5 represents the DLA IRM Planning and Execution process.

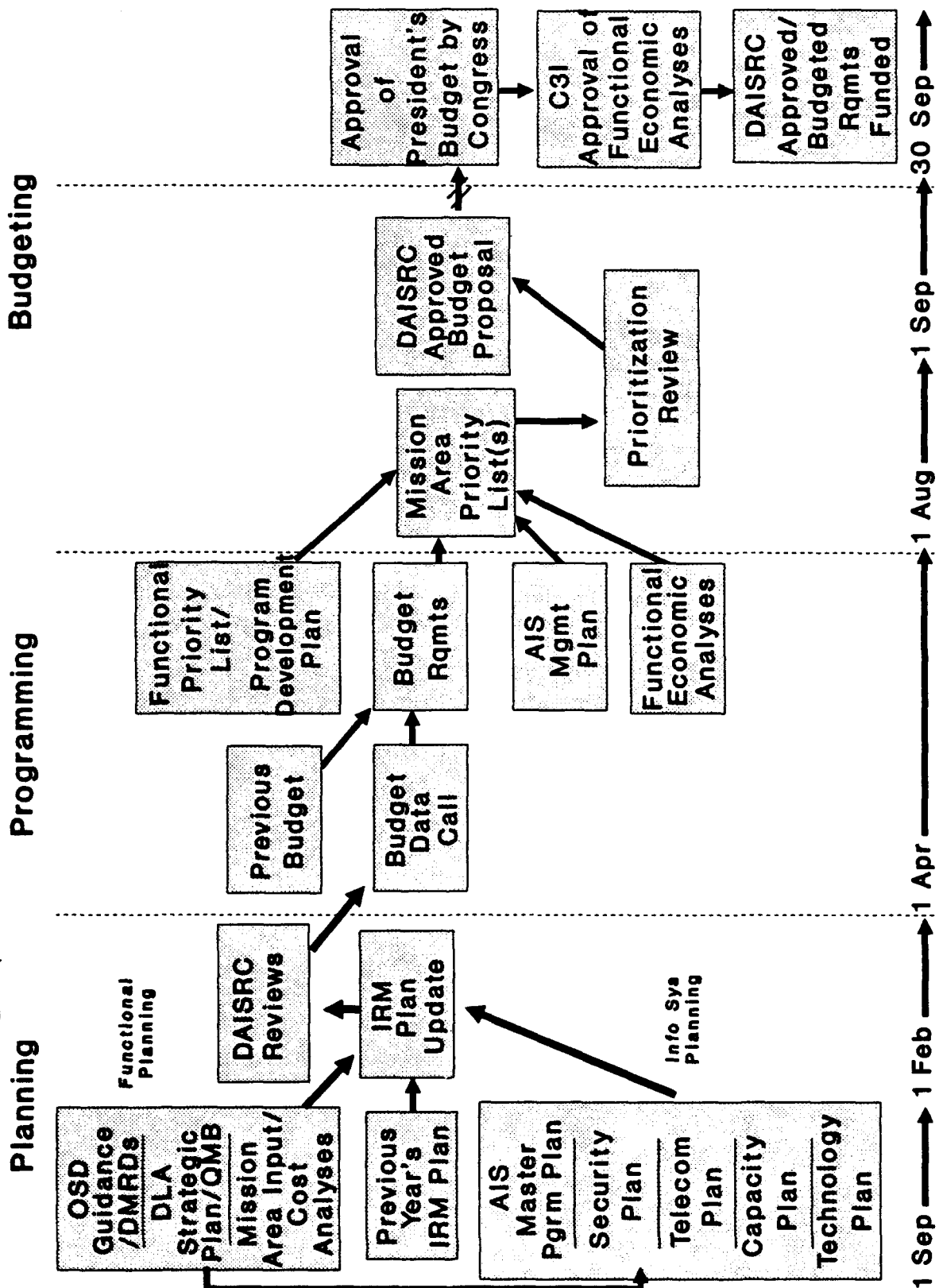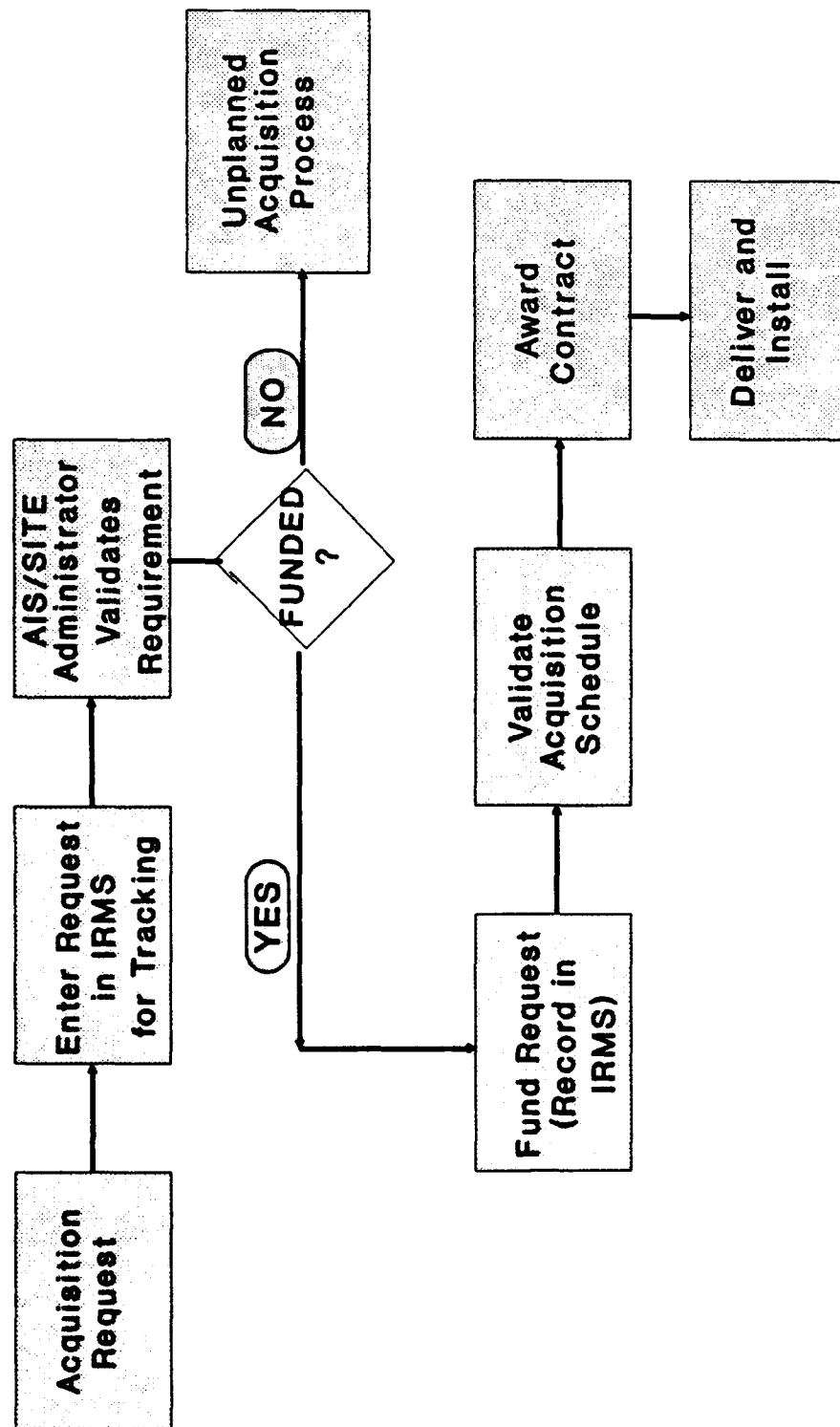# Planning to Execution Transition Process

Planning | **Programming** | **Budgeting**

Figure 5
(1 of 3)

Planning to Execution Transition Process

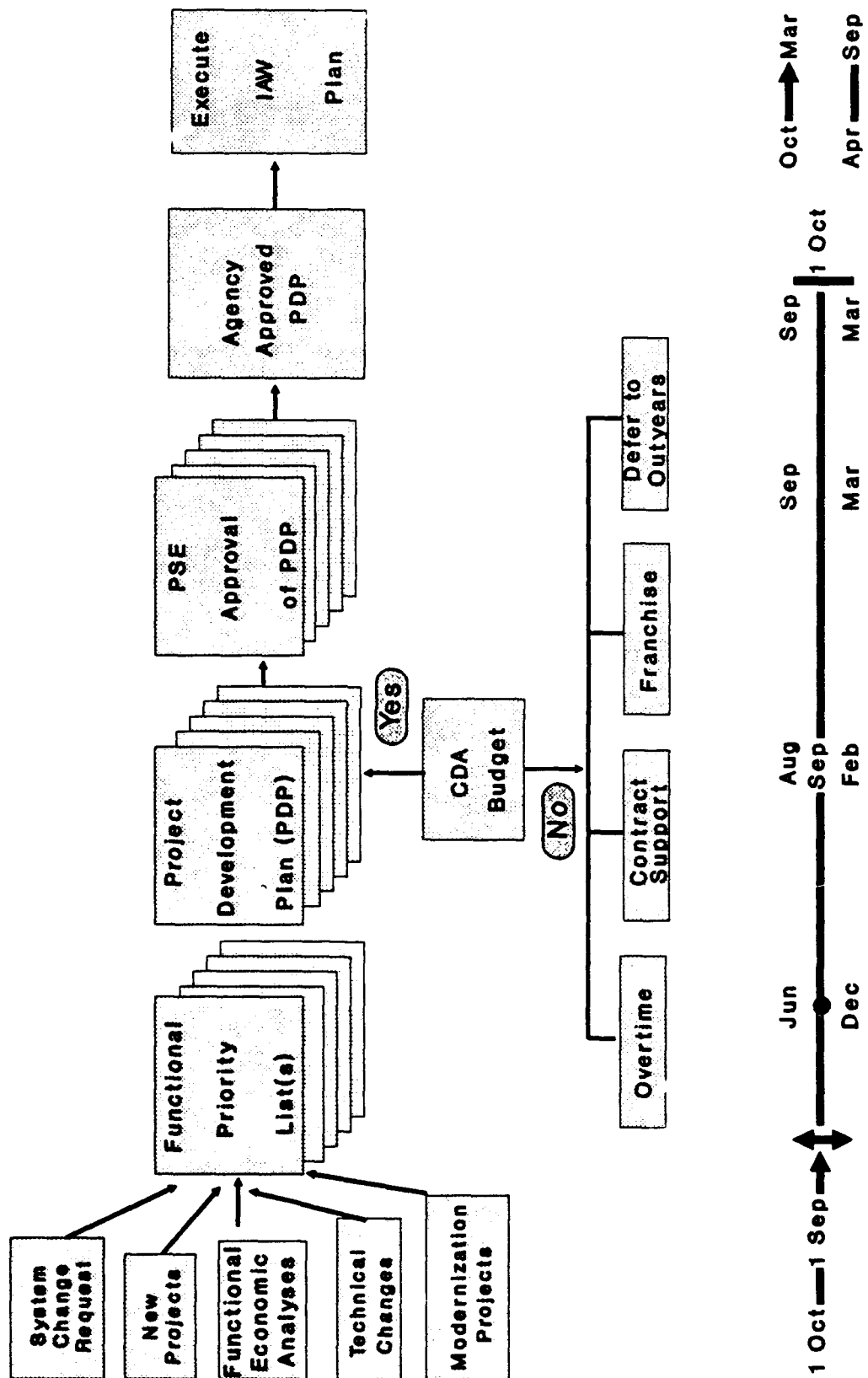## Execution of Acquisition Resources

Figure 5
(3 of 3)

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20

SECTION 2: FY 91 IRM ACCOMPLISHMENTS

Highlights of major FY 91 Information Resources Management (IRM) accomplishments are shown below. Principal Staff Element (PSE) accomplishments and further detail on the following items can be found in Section 6.

IRM Program Institutionalization

The first Defense Logistics Agency (DLA) Long-Range IRM Plan was published in May 91, for FYs 91-97. In addition, DLA Regulation (DLAR) 7740.1, DLA IRM Program, was extensively revised and published, providing broad, umbrella coverage of IRM policies and responsibilities for Headquarters and Field activities. DLAR 4730.3, DLA Automated Data Processing/Telecommunications (ADP/T) Configuration Management (CM) Program, was published, prescribing policy and responsibilities for the Agency's ADP/T CM Program.

Integrated Requirements Management System (IRMS)

The implementation of IRMS was a major long-term accomplishment which will provide benefits for years. IRMS contains one common data base which outlines the details of the IRM budget and provides information to Program Managers, Functional Proponents and the Comptroller. During FY 91 DLA used IRMS to make IRM budget execution decisions. IRMS provided a single source of data on the FY 92 budget which was used to make trade-off decisions when the FY 91 budgeted requirements were delayed to FY 92. These decisions allowed DLA to expedite the deployment of major automated information systems (AISs), such as Defense Reutilization and Marketing Automated Information System (DAISY), without adverse impact to current operations. While modifications to the approved budget plan always occur during execution, DLA was able to successfully execute 100 percent of the Corporate Information Management (CIM) allocated funds on the programs for which they were allocated.

Information Processing Centers (IPCs)

In November 1990, Defense Management Report Decision (DMRD) 924 mandated DLA to collocate its ADP/T operational and design functions through implementation of the Agency regionalized ADP operations plan, DMRD 930B. The execution of this effort requires the consolidation of 23 data processing installations, located at field activities throughout the country, to six IPCs. Four IPCs were established in FY 91: Ogden, Utah; Philadelphia, Pennsylvania; Columbus, Ohio; and Richmond, Virginia. Significant progress was made toward the acquisition of necessary software and hardware to support the new operational configuration. Transfer of AISs to the established IPCs was 48 percent completed in FY 91. Appendix C contains profiles of the IPCs.

Defense Microcomputer Forum (DMF)

DLA participated in the annual DMF, which functions as a Department of Defense (DoD) Microcomputer Users' Group surfacing problems and requirements to both DoD and microcomputer vendors, organizing input to the formulation/evolution of standards and publicizing technical articles and bulletins. The DMF executive committee was established in FY 91 to sponsor a joint services microcomputer user's group and annual microcomputer conference in lieu of the redundant conferences hosted by the individual services. DLA has one voting member on the executive committee, representing all DoD agencies and services other than the Air Force, Army and Navy.

IRM Workshops

IRM Workshops were held at DLA several times during the year, attended by the IRM representatives from the PLFAs and from the Central Design Activities (CDAs). Presentations on current and planned activities throughout the Information Systems and Telecommunications organizations were provided.

Federal Information Processing (FIP) Acquisition Process

Utilized Total Quality Management methods to improve the overall DLA Federal Information Processing (FIP) acquisition process. Members of the Acquisition Advisory Council (AAC) visited other Government and industry acquisition organizations to analyze how they acquire FIP resources in order to apply positive lessons learned to the DLA process. The visits provided valuable insight into the difference in acquisition practices in the Federal and private sectors. The AAC also visited vendors that interface with the DLA ADP/T Contracting Office on a daily basis. This provided information on the level of satisfaction of contractors with the manner in which DLA conducts business. The AAC made numerous recommendations to streamline and improve the FIP acquisition process as a result of these activities.

Parallel Review

DLA continued a test program for Parallel Review of selected ADP/T acquisitions. Parallel Review is one of the suggested methodologies in the GSA "Go for 12" initiative for streamlining the acquisition. During the year, Parallel Review was used to make four major acquisitions.

Information Engineering and Data Management

Accomplishments in support of the institutionalization of corporate information practices and tools for rapid systems deployment included publication of DLAR 4700.5, DLA Data Management Program (DMP), establishment of the DLA Corporate Repository (DCR), assisting DoD in selection of the interim standard dictionary and development of data standards, start-up of several Information Engineering (IE) projects and providing IE guidance to the DoD Executive Agent for Distribution Standard Systems. Additionally, work began on development of the DLA Strategic Model and a Rapid Application

22

Deve'opment contract was established to use IE in a rapid development environment to produce small increments of functionality in an integrated environment.

Automated Information System/Telecommunications Security

DLAR 5200.17, Security Requirements for Automated Information/ Telecommunications Systems, was published. This regulation implements new security requirements as issued by the National Institute of Standards and Technology and DoD Directive 5200.28. It also addresses requirements mandated by Public Law 100-235, the Computer Security Act of 1987.

DeCA Support

Preparation for the consolidation of the Military Services' commissary systems under DeCA, required the establishment of accounting systems, organization responsibilities and document flows to provide stewardship and accountability for funds provided to DeCA. DLA also provided extensive support in subsistence automation, network telecommunications, ADP operations, and Central Distribution Centers.

A team comprised of representatives from DLA, DeCA and the Defense Finance and Accounting Service (DFAS) met monthly to track actions required for the planned 1 Oct 91 implementation of DeCA. The team focused on the implementation of the payroll, accounting and finance systems and telecommunications support.

Payroll system support via Automated Payroll, Cost and Personnel System (APCAPS). DLA Systems Automation Center (DSAC) made the necessary system changes, certified that APCAPS was ready for environmental testing, and assisted with the pre-implementation activities.

ADP operational support of the payroll, accounting and finance systems. The hardware and systems software, including a mainframe computer, were purchased and installed in Jul 91. The application software was installed and successfully tested in Aug 91.

Subsistence automation support. The subsistence systems changes were made, successfully tested, and implemented in Sep 91.

Software engineering support. The Direct Store Delivery Receipt System and the roll up to the DeCA Frequent Delivery System were completed and implemented 31 Aug 91.

Network telecommunication support. DeCA's two Service Centers and five of the six Region Headquarters were operational on the DLA Corporate Network (DCN) in Sep 91. During installation, DSAC determined that additional equipment was needed for the Northwest Region; the dial capability provided sufficient system access in the interim. The commissary stores were provided dial access.

Environmental Test (ET). The ADP operational site and all application systems were certified as ready for the ET prior to 17 Sep. Testing was done concurrently at one eastern and one western site. Each site was certified by a representative from DeCA, DLA and DFAS. All sites were certified as ready for production before 30 Sep 91.

Consumable Item Transfer (CIT)

CIT was mandated by DMRD 926, Consolidation of Inventory Control Points, which directs that approximately 937,000 items currently managed by the Services be transferred to DLA for management. The Services began transfer of these items in FY 91 and will complete the process in FY 94. The CIT data base management information system was implemented in FY 91 and is now on-line and used for tracking information at the item level and in aggregate.

Depot Standard System (DSS)

The DSS Concept Plan was submitted to DoD, providing a high level summary of the DSS implementation strategy and identifying management actions to be performed. The plan also outlines the modern system development technology, including IE and Computer Assisted System Engineering (CASE) tools and the development of a business case, which will be employed in the development of the objective DSS. A preliminary candidate system decision was submitted to DoD with final selection slated for Jan 92.

DLA Preaward Contracting System (DPACS)

Part of the Standard Automated Materiel Management System (SAMMS) Procurement Subsystem, DPACS streamlines tasks, minimizes paper usage, provides on-line help and electronic referrals, and provides other enhancements to the contracting process. It was fully deployed at Defense Industrial Supply Center (DISC), and partially deployed at Defense Construction Supply Center (DCSC)and Defense Electronics Supply Center(DESC). Deployments at other SAMMS centers will occur in FY 92.

SAMMS Procurement by Electronic Data Exchange (SPEDE)

SPEDE was considerably enhanced to provide a better user interface. At Defense Personnel Support Center (DPSC) Medical, SPEDE was improved to include awards on Federal Supply Schedule contracts.

Enhanced Graphics Support System

DLA Administrative Support Center (DASC) acquired and implemented an enhanced graphics support system capable of producing vugraphs, 35mm slides and other products from customer files produced on Harvard Graphics and other personal computer graphics software. The system also permits image

enhancements and remote access via modem lines. System access has been
extended to other PLFAs with a view toward establishing regional graphics
support centers within DLA.

Records Management

DLA continued progress on an effort to improve its records management
program. The effort was initiated after a National Archives and Records
Administration program and interest in establishing a new records management
system.

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SECTION 3: ROADMAP FOR THE FUTURE

Where is the Defense Logistics Agency (DLA) going in the future?

The future of an organization is inextricably tied to where it has been in its past. We in DLA have experienced significant success in distributed network systems. Our planning, acquisition and information resources management (IRM) support roles have evolved into a concept of shared data and widely dispersed processing.

Events and accomplishments during the last year have underscored the need for a highly capable, flexible and professional military establishment to defend our national interests. As our national priorities shift to the domestic front, the leaders of DLA face a demanding task--a task that must be executed from deeply declining resources. The key to achieving success will be the ability to revise our vision, our processes, our way of managing information and find entirely new ways of accomplishing missions. Cost must be reduced, quality must be improved or maintained, effectiveness must be increased and responsiveness to the unexpected improved.

Therefore, DLA's roadmap starts with the past and transverses every corner of the globe from Defense establishment to industry to Government alike -- challenging old ways, creating new technology frameworks and establishing new tools capable of enabling development of creative solutions. Information resources will be assisting DLA to effectively execute its roadmap of the future. Current trends indicate that DLA will have to compete for diminishing resources, both in funds and personnel, and that information systems will be expected to provide better cost-performance alternatives for DLA decision makers. Better use of information resources in the execution of DLA's business can provide efficiencies in mission support, and the resulting savings can be used to offset resource shortfalls in the operational area.

Close scrutiny of the IRM vision and mission for DLA and consideration of external influences have resulted in the development of the overall IRM goal for the roadmap of the future - "Achievement of the Optimum Utility of Information."

Planning Parameters

The following planning parameters were used in developing DLA's roadmap:

- Information is a strategic resource.

- DLA must be positioned to accept new and changing mission assignments.

- DLA's resources will decrease as responsibilities increase.

- Technology will continue to be increasingly complex and rapidly advancing.

- Internal and external environments will be dynamic with increasing uncertainty and risk.

- Defense Management Report Decisions (DMRDs) will affect direction.

- External oversight of DLA will continue and probably increase thereby reducing DLA management flexibility.

- Customers and employees will be more demanding, more enlightened and more computer literate and computer capable.

- All customers and employees will have ready access to personal computers or terminals.

- IRM operations and programs will be funded by customers on a Fee-for-Service basis.

- Incorporation of DLA systems into a common Department of Defense (DoD) environment will increase.

- Large centralized DLA and DoD corporate data bases will be available and readily accessible.

- Networking is the computing environment.

- Increased requirements will result in potential information and data overload and system maximization of automated data processing/ telecommunications facilities if not carefully managed.

- Electronic media will largely replace hard copy correspondence and transmission of technical information.

- Recruitment and retention of quality IRM personnel, military and civilian, will become more difficult.

- Business process and information management will become more important to the decision making process.

- Resources will be more constrained; personnel and financial resources available will decrease by 20 percent within five years and then remain constant (real dollars) across the planning period.

- Work force will be smaller with fewer installations.

- Satisfying the customer will become paramount.

- Effectiveness and cost reduction will be gained by changing how people work.

- The acquisition process will need to be streamlined.

- DoD acquisition vehicles will be available for standardized hardware/ software components.

- Access to information will be facilitated but safeguarded against unintentional or unauthorized alteration, destruction or disclosure.

28

Guideposts

The following guideposts should be considered in using this roadmap of the future:

- Validate and simplify the business process before automating.

- Innovate - come up with new ideas for how to do business before automating.

- Gain effectiveness and reduce costs by changing how people work.

- Apply technology only after assurance that changes can be carried out.

- Increase flexibility and make the fastest progress at lowest risk through evolutionary migration (salvaging and revising existing know-how and software, incremental development and rapid prototyping to the maximum extent possible).

- Reduce system development time and risk.

- Emphasize data, not documents.

- Manage and standardize data.

- Capture data one time and share it across applications.

- Increase horizontal and vertical interoperability.

- Eliminate redundant software development.

- Optimize use of the processing power of all computers.

- Buy systems that allow for technology insertion.

- Monitor contracted functions closely for cost-effective performance.

- Decrease security threat through comprehensive risk analysis and implementation of effective and affordable countermeasures.

Actions

So what are our actions for getting from where we are to where we are going using our goal, planning parameters and guideposts? We must keep in mind that uncertainty and change will always be present in varying degrees but good planning should reduce uncertainty. The following actions will draw the framework of the road, both near- and long-term.

Near-Term Strategies

- Increase productivity as funds decrease.

- Emphasize and implement continuous improvement program through the philosophy and processes of Total Quality Management (TQM) ensuring that "customers" are at the center of all improvements

- Implement management initiatives in response to policies and decisions such as the Defense Management Report.

- Base decisions on Return on Investment.

- Provide responsive IRM support to end users regardless of function, activity size or geographic location.

- Modernize software using component-based software engineering and life cycle management. Increased use of integrated tools that support software engineering through the complete life cycle will enhance productivity and provide tracking for program managers. The maturity of Ada programming language will complement software engineering.

- Develop common application architectures assembled from foundation applications and technology components.

- Increase efficiencies and productivity by changing practices and taking advantage of technology.

- Improve and streamline the acquisition management process to result in the timely, efficient and cost-effective acquisition of required information resources.

- Initiate actions that will blend distinctions between functional unique systems, disciplines and environments; e.g. Computer-Aided Acquisition and Logistics Support (CALS).

- Store, transmit and retrieve information electronically.

- Recruit and retain skilled and dedicated personnel who can effectively and efficiently acquire, manage, operate and maintain information resources. Different benefits and flexible personnel practices will be instituted. Technology must be exploited to help with the changing needs; for example, telecommuting will become more prevalent.

- Increase emphasis on the inclusion of and improvement in the quality of embedded training in every system DLA acquires or develops.

- Establish an IRM career management program.

- Improve interoperability, migrate to open systems environment standard to allow for massive and robust computational power.

- Implement multilevel security.

- Implement voice, data, graphic integration.

- Involve more users in data analysis and assistance.

- Exploit new tools and methodologies; for example Computer Assisted
  Software Engineering (CASE) tools, object oriented design, artificial
  intelligence and optical disk storage.

- Develop standard data elements across functional boundaries allowing an
  interactive shared data environment.

- Build records management considerations into existing, accepted models
  for information systems design and implementation.

- Implement optical and voice input and output.

- Implement standard user interface.

- Consolidate and centralize operations and facilities.

- Shift away from managing systems toward managing information.

- Decrease reporting of data and increase analysis and presentation of
  information to support decision making.

- Change orientation of the budget planning from mission funding to
  funding based on specific business operations.

- Implement modular configurations of hardware and software that are
  interchangeable.

- Implement grocery shopping concept, the ability to request and purchase
  only those services needed (State of the Contract Design). Everything,
  including hardware, software and services will be modular and
  interoperable. The customer will select those features that are needed
  and plug them together to satisfy the information processing
  requirement.

Long-Term Strategies

- Utilize totally integrated work station with voice, data and graphic
  capabilities.

- Realize extensive user development.

- Leverage neural networks to improve information processing, such as
  parallel processing, which will drastically reduce processing time.

- Utilize global communications networks.

- Utilize information as it flows freely between functional areas, across
  environments and around the world.

31

- Implement open systems architecture totally.

- Integrate security and utilize secure operating systems, networks and data bases.

- Emphasize artificial intelligence applications.

SECTION 4: MANAGEMENT ISSUES, TRENDS, AND IMPACTS

Numerous issues and trends will affect/impact the Defense Logistics Agency (DLA) Information Resources Management (IRM) Program in the 1990s. They range from technical advancements to Department of Defense (DoD) policies and directives to Agency-specific decisions and expectations. Major issues affecting/impacting DLA are discussed below. Individual Principal Staff Element (PSE) issues and trends are discussed in Section 6.

DoD Downsizing

Perhaps no other factor within DoD will have such a profound effect on the DLA IRM Program, specifically in the planning area, as does the current downsizing throughout DoD. For DLA, downsizing may result in reduced demand, loss of financing revenue, elimination of non-value added activities, cessation of ongoing programs and all the expected side effects of a business downturn. Oddly enough, however, we may actually need to plan for real growth in certain areas of our business. As the Military Services experience increasingly tight budgets, the common business areas such as distribution systems, pay systems, personnel systems, base support systems and others will become less and less attractive to build, operate and maintain. There is already evidence of using standard, shared systems rather than individual Service uniques. Whole lines of business enterprises, especially the administrative, non-warfighting entities are becoming attractive candidates for consolidation and transfer to DoD Agency management such as DLA. Projects without demonstrable "hard dollar" savings will become unaffordable - an interesting dilemma for risk takers who cannot show hard dollar savings up front but feel strongly that a project will eventually pay its own way or serve as a pioneer effort toward a greater effort. Lastly, the fixed cost burden of internally resourcing projects may quickly give way to much greater reliance on outsourcing of such services as printing, documentation, training, program coding and other areas that better lend themselves to wide fluctuations in expanding and contracting demands.

Network Ownership

The DLA Corporate Network (DCN) is in the process of being transferred to the Defense Information Systems Agency (DISA). This transfer has the potential to become one of the most significant changes of this decade. Since DLA is heavily dependent on network driven systems, the management flexibility and available growth capacity may become major challenges for automation project managers. We must blend our DLA design and systems implementation planning with the DISA network planners. Financial resource considerations such as who pays for what parts of network capital improvements and the basis for Fee-for-Service reimbursements must be defined, guidance developed and systems set in place over the next few years.

Business Case Analyses

Austere budgets will force a deeper focus on the conduct of economic analyses (EA) for automation projects. Funding will be based on whether or not a

project makes good sound business sense. The emphasis is targeted more to the area of functional savings. In a Fee-for-Service concept, customers will have to pay for each product and service rendered and are much less likely to pay for something when the project has low or no economic value. The days of IRM officials driving the requirement for conducting the EA and fighting to justify an IRM budget are numbered. Not only is it the job of the functional sponsor to conduct a business case, but the shrewd customer is fast learning that it is in their economic interest to oversee the construction of the business case and review the merits of each proposal carefully. The more costly the project, the more scrutiny will be applied to projected savings.

Relationship to DISA

In the future, the DISA IRM plan will become a major influence on DLA's and the Services' IRM planning effort. The relationship of DoD Agencies to DISA will become increasingly interwoven to the point where slight shifts in DISA plans and strategies may result in significant directional shifts for agencies such as DLA. To the extent those shifts are well coordinated and planned in advance, our planning will flex with those changes. Sudden ad hoc changes in direction will almost certainly cause major disconnects in documented long-range plans such as this one. The organizational composition of the Defense Agency IRM structures and DISA may fluctuate significantly over the next three to five years depending on how deep DISA immerses itself into operational entities of the IRM business and whether new organizations emerge for the purpose of becoming common user, Fee-for-Service IRM utilities. If a utility concept becomes a reality, coordination of multiple customer IRM plans may become near impossible since presumably the customer would not necessarily have to use a specific utility to satisfy his/her IRM requirements and mid- to long-term changes would be the customer's prerogative. In fact, it is not unthinkable that under such an arrangement, long-term IRM planning would cease to exist and utilities would resort to marketing surveys and analyses. In any event, the future of the Defense Agencies/DISA relationship will very likely have significant influence on future DLA long-range plans.

Relationship to Joint Logistics Systems Center (JLSC)

DLA's relationship to the new JLSC will develop as JLSC assumes its assigned responsibilities for developing an integrated set of DoD functional requirements and managing the development, implementation and maintenance of the logistics process system which will satisfy those requirements. DLA will be an active participant in developing a single strategy for migration to a standard logistics information infrastructure for u   across DoD and applying functional business improvements to achieve the objectives of the Defense Management Report.

Emerging Technologies

The continued development of new technology (i.e., optical disk storage, artificial intelligence, Computer Assisted System Engineering (CASE) tools, etc.) will provide opportunities for DLA to increase functional support capabilities. It is imperative that the Agency continue to explore the

possibilities and evaluate applications of emerging technological trends and improvements.

Obsolescence

To temper obsolescence in the automated data processing equipment (ADPE) inventory is to assure (1) that installed computing resources are performing the functions for which they were originally acquired in the most cost-effective and efficient manner to meet Agency missions and goals, and (2) that the equipment can be cost-effectively maintained.

Rapid technological development in the ADP industry is credited as a major force in making ADPE obsolete. User requirements for better products, growing opportunities to develop systems due to advances in component technology and increasing competition within the computer industry, have accelerated the introduction of state-of-the-art products. During the 1960s and early 1970s, many products had an average life cycle of six to ten years. In the late 1970s and early 1980s, this life cycle was cut to three to five years for many products, especially those in the plug-compatible field. As technological advances accelerate, life cycles will most likely continue to compress.

There are two acquisitions underway to procure replacement mainframes for all IPCs during FY 92.

The oldest midtier machines are the Four-Phase machines. The approximate midtier inventory is: Gould (69), Four-Phase (about 100), AT&T 3B2 (183), and miscellaneous (such as UNIX) (approximately 20). When the equipment in this category ceases to fulfill programmatic missions in a cost-effective manner, it will be replaced.

Small systems (micro and lap top) remain an area of concern. The approximate inventory is as follows:

Misc. PCs/Terminals, some predating FY 86	4,853	10%
FY 86 286s	3,206	6%
FY 87 286s	6,394	13%
FY 88 286s	12,984	27%
FY 89 286s	5,097	11%
FY 90 and FY 91 386s	15,890	33%

Beginning in FY 92 microcomputer replacement for obsolescence will be the responsibility of each DLA site to program and budget. The replacement ration is 20 percent per annum (a five year life cycle).

To attain the DLA objective for tempering obsolescence in the ADPE inventory, the following activities have been established and will continue throughout the planning period.

- Identify obsolete computing resources through the planning process and IRM management reviews to allow a systematic disciplined approach towards retirement and/or replacement of the targeted systems.

- Identify and coordinate programmatic needs requiring capability and capacity with state-of-the-art computing technology.

- Replace obsolete ADPE, subject to availability of funding and appropriate oversight and management approvals.

"C2 by 92"

DLA has achieved controlled access protection (C2) functionality for its mainframe environment. The acquisition of IBM's Resource Access Control Facility (RACF) has been certified by the National Computer Security Center and has been installed. RACF is operationally effective in providing a functional level of security protection. A DLA initiative for implementing a standard log-on USERID for all DLA users is near completion and complements the individual accountability criteria described in the DoD Trusted Computer System Evaluation Criteria, DoD Directive 5200.28-STD. Efforts over the next few years will focus on increasing the level of C2 functionality through the certification of DLA Qualified Products.

Security of Automated Information Systems/Telecommunications

A survey conducted at one DLA field activity revealed extensive use of unauthorized software on Government-owned personal computers. Two concerns relate to this material weakness. The first concerns the potential violation of license agreements. The second is the use of unauthorized software presents itself as the greatest source for the introduction of computer viruses into the DLA automated environment.

DLA organizations located in contractor facilities process and transmit sensitive information over contractor-owned and monitored networks. Information may consist of pricing for contract negotiations, quality assurance, and passwords for access to mainframe.

Several field activities use 800 WATS toll free numbers for access to DLA computers. These numbers are subject to unauthorized use, and therefore, offer the potential for unauthorized access to DLA computers increasing the hacker threat. A vulnerability assessment will be conducted at all field activities to assess the full extent of 800 number use.

AIS Security Accreditation

Accreditation is the formal process of granting approval to operate an AIS in a given security mode using a prescribed set of safeguards. The accreditation documents protection requirements, identifies countermeasures and evaluates their effectiveness, and establishes residual risks. Accreditation documentation has been prepared for the major DLA AISs. Two systems have received accreditation and one is pending accreditation by the Designated Approval Authority. Remaining major AISs are running under an Interim Authority to Operate pending correction of deficiencies identified during the accreditation process. Formal security accreditation in FY 92 is planned for these remaining systems.

Single Point of Entry (SPE)

DLA plans to analyze the cost and benefits of SPE as a mid-to-long-range project. Under SPE, all sign-on requests will be channeled through a single trusted Identification and Authentication mechanism. Users will not be required to reauthenticate their identity during a session regardless of how many systems they wish to access at the host facility.

Virus Control

McAfee virus detection software has been purchased for DLA-wide Information Center (IC) use in the detection and removal of computer viruses. McAfee is referred to as "walk in" software due to its use by the IC in response to a suspected virus trouble call. This software will be used as an interim virus control mechanism until microcomputer-based virus detection software is acquired. Several virus protection packages are being reviewed which contain stand-alone and realtime scanner capabilities to detect viruses and disinfect personal computer software.

Incorporation of Security into Systems Development

DLA has implemented initiatives to ensure systems are subjected to a security review prior to design, development and deployment. DLAR 4730.1, Life Cycle Management of Automated Information Systems is being revised to include requirements for security planning, completion of a Security Requirements Analysis and certification of security controls at the CDA during the system design and development stages. This will ensure security is addressed prior to system deployment.

User Management System (UMS)

DLA plans to implement a UMS that will automate the process of registering users to DLA systems and assigning them proper access privileges. UMS will allow authorized individuals to electronically submit forms requesting access to DLA systems. The UMS will reduce the heavy account management workload at the Information Processing Centers (IPCs) and will assure compliance with DLA's standard USERID configuration.

DLA Move to Fort Belvoir

As a result of the Base Realignment and Closure Act of 1988, Cameron Station, which houses Headquarters (HQ) DLA and a number of other military organizations is being closed. HQ DLA is scheduled to move to a new five-story HQ Complex at Fort Belvoir, Virginia in 1995. In addition to HQ DLA, the new facility will house Defense Contract Management Command (DCMC), DLA Administrative Support Center (DASC), Defense Technical Information Center

(DTIC), Defense Fuel Supply Center (DFSC), Defense National Stockpile Center (DNSC), Defense Finance and Accounting Service (DFAS) and Defense Contract Audit Agency (DCAA); about 4,000 personnel.

DLA plans to relocate its mainframe computers, currently at Cameron Station, to IPC Richmond, accessing them via high speed DLA Corporate Network (DCN) circuits from Fort Belvoir. Office automation systems will be located within the new complex with network connectivity to the mainframes at IPC Richmond.

Fort Belvoir's existing information systems architecture will require extensive changes in order to support the number and size of organizations being relocated there. The post-wide high speed local area network will provide the new services.

Current planning assumptions call for the new HQ Complex to provide centralized support services including the following IRM services:

- Telecommunications
- Information Systems
- Information Center
- Printing
- Visual Information
    Graphics
    Exhibits
    Photo
    TV Production
    Videoteleconferencing
    Cable TV
    Audiovisual Equipment
- Records Management
- Library Services

FIP Resource Acquisition

Computer technology is improving at an accelerated rate. All roads appear to be leading toward distributive processing. In order to take advantage of the most modern hardware, software, CASE tools and data modeling techniques, the acquisition process for system related items will need to be expedited. Agencies cannot take advantage of state-of-the-art technology when procuring these items is such a long and arduous task. The technology becomes obsolete before it is ever received or implemented. Initiatives being undertaken to improve this situation include the efforts of the Acquisition Advisory Council (AAC) and implementation of the Streamlined Source Selection Process.

Defense Management Report Decisions (DMRDs)

DMRD 901 - Reducing Supply System Costs. DoD is spending approximately $30 billion a year managing and buying supplies. The value of inventory on hand is approximately $100 billion and has been increasing annually. This DMRD combines a number of initiatives related to supply management that will make it possible to significantly reduce these costs and related inventory. Revisions will be required in the Standard Automated Materiel Management

System (SAMMS), Base Operating Support System (BOSS), Defense Automated Addressing System (DAAS), and Defense Integrated Subsistence Management System (DISMS). Under the DAAS Automated Replacement Program (DARP), the Defense Program for the Redistribution of Assets (DEPRA) processing will be enhanced, thereby achieving better distribution of excess inventory.

DMRD 902 - Consolidation of Supply Depots. This DMRD for the consolidation of Defense Depots under DLA is impacting the Automated Payroll, Cost, and Personnel System (APCAPS) in terms of requiring additional equipment and capacity to process 6,000 added personnel with a projected 20,000 planned. The data base is being expanded and the system changed to accommodate the new requirement. Additional resources, which will be funded by the Office of the Secretary of Defense, are also needed in the technical operational areas for the operating system.

Modifications have been required in the Equipment Management and Control System (EMACS) to provide regional managers greater visibility under the multiple site concept, as well as, a requirement to establish new data base information for the emerging sites.

Consolidation of Defense Depots impacted the Defense Distribution System (DDS)/(DWASP) AIS with the support of the DDS initiative in the San Francisco Bay area. Significant resources are committed at the Central Design Activity (CDA) to develop a bare bones "best of breed system" to support the functional prototype initiative.

DMRD 910 - Consolidation of DoD Accounting and Finance Operations. This effort is consolidating all the DLA financial operations under the Defense Finance and Accounting Service (DFAS). When DFAS consolidates all DoD financial operations, approximately 32,000 will be supported by APCAPS. The Mechanization of Contract Administration Services (MOCAS) will need to be revised to encompass Contract Payment and Reporting Redesign requirements for DFAS. This will incorporate over 60 functional requirements for improved contract payment and reporting in an on-line environment for the processing of contractor invoices.

DMRD 916 - Streamlining Contract Management. This DMRD requires enhancements to accommodate changes in contract management procedures and the addition of the Plant Representative Offices (PROs) formerly managed by the Military Services. Because the PROs were not MOCAS-based, significant computer hardware and software changes are needed to bring these activities under centralized control of Defense Contract Management Command (DCMC). A major hurdle is the interface of the Air Force Acquisition Management Information System (AMIS) with MOCAS. Changes to MOCAS will be required to accomplish the interface and will include consolidated management information reporting to DCMC. The plan for the AMIS/MOCAS interface is being reviewed. Significant CDA resources and computer peripherals may be required.

An additional 5,200 personnel were added to the APCAPS data base. The main impact was in the requirement to realign personnel from their former nine regions to the new five Districts.

Implementation of BOSS is planned for the DCMC to replace current manual operations for ordering supplies and services. Initiatives within BOSS are underway to replace current printer technology.

DMRD 924 - Consolidate ADP Operations and Design Centers in DoD. The purpose of this DMRD is to effect nearly $400 million in Defense-wide savings through the consolidation of various operation and design centers. The impact of this DMRD is shifting the responsibility for maintaining and operating systems from the 23 DLA processing sites to the new consolidated six Information Processing Centers (IPCs). Five of the six IPCs have been established and nearly 50 percent of the workload has been transferred. Hardware and software acquisition are required to successfully reach the DMRD objectives.

DMRD 941 - Implementation of Electronic Data Interchange (EDI) in DoD. EDI is the automated exchange of electronic formats, usually standard ones, instead of paper. After more than ten years of planning, prototyping and development work on a wide variety of projects by private and public sector organizations, DoD has begun implementing an EDI system. In the implementation, DoD is dealing with many of the basic procurement and contracting reform problems that kicked off the original Defense Management Review process. Through EDI, DoD's basic business system can be modernized, procedural bottlenecks corrected and overhead costs reduced. All functional areas will be involved, including supply management, procurement, contract administration, transportation, depot operations, maintenance and payment.

DMRD 971 - DoD Financial Systems (Defense Business Operations Fund (DBOF)). DBOF, in conjunction with Fee-for-Service, changes the orientation of the budget planning from mission funding (i.e., funding the DLA mission as a whole) to funding based on specific business operations. The end result of this transition is to have an increased awareness of the actual costs of operations; however, the interim transition period will affect the basic justification for funding requirements. In addition, DBOF is a revolving fund or no-year money (to be repaid by the components based on the services acquired) versus the FY 91 Operations & Maintenance and Procurement Defense Agency monies that have specific time limitations. This will provide more flexibility in funding actions and may reduce the impacts of delayed budget approvals.

DMRD 972 - Consolidation of Commissary Operations. This DMRD consolidates all Defense Commissaries and, as the decision is implemented, also represents a new workload on DLA. We are not solely used by the Defense Commissary Agency (DeCA) for IRM support but are one of several sources used to assist them in their consolidation effort. Since DLA supports many of the DeCA IRM initiatives, but does so with essentially fixed resources, the need for synchronization of short-, mid-, and long-term planning efforts is an absolute must. Spontaneous ad hoc requests for services create waste and delays as they detract from preplanned activities of both DLA and DeCA.

SECTION 5: FUTURE TECHNOLOGY

Information technology advances continue at an accelerating rate; it is anticipated that such advances in hardware, software, telecommunications and application techniques will continue for the foreseeable future. DLA's Office of Information Systems and Technology (DLA-Z) has incorporated several methods to prepare for advancements in technology.

Conceptual Technology Assessment (CTA). CTA baselines current information-related technologies and identifies areas where new technology can be inserted. The CTA process takes information engineering (IE) techniques and puts them in a technology planning context. A flow chart of the CTA process is shown at Figure 6.

Technology Research Center (TRC). As information technology changes gain momentum, it becomes increasingly more difficult for IRM action officers and managers to keep up with critical developments. DLA's TRC was established to provide a rapid response utility to professional information. It provides wide access to a variety of information sources including bibliographical intelligent gateways, professional journal subscriptions, CD-ROMs of information technology literature, interlibrary loans and access to professional analysis and advisory groups such as International Data Corporation. One of the key reasons the TRC can provide rapid responses to such a broad range of information requirements is the availability of a full time, onsite research librarian. This allows the TRC to proactively provide customized reading files to requestors.

Technology Infusion Program. To ensure that DLA's mission is accomplished as efficiently and cost effectively in the future as possible, new information-related technology must be infused on a continuing basis. DLA-Z has developed a technology infusion program that systematically analyzes technological trends and evaluates new technologies for functional logistic impact. The new technologies being marketed and infused now include the following:

.**Graphical User Interface (GUI)** is a generic name for any computer interface that substitutes graphics and graphical devices such as icons and windows for text. GUIs provide a better interface between computers and the people using them because GUIs allow users to directly manipulate images of objects that are intuitively familiar such as file folders, file cabinets, standard Government forms, trash cans, etc. They also make manipulating the computer easier because the simple operation of pointing and clicking via a mouse is supported.

GUI is a very attractive technology because it is very low cost and low risk while providing substantial benefits. Cited benefits include making software much more friendly and easy to use reducing data entry errors significantly, improving mainframe capacity by off-loading computer work to the workstation and reducing training costs. Personal computer based GUIs have an additional advantage of allowing full integration of different vendor's off-the-shelf commercial packages that follow industry standard protocols. This allows
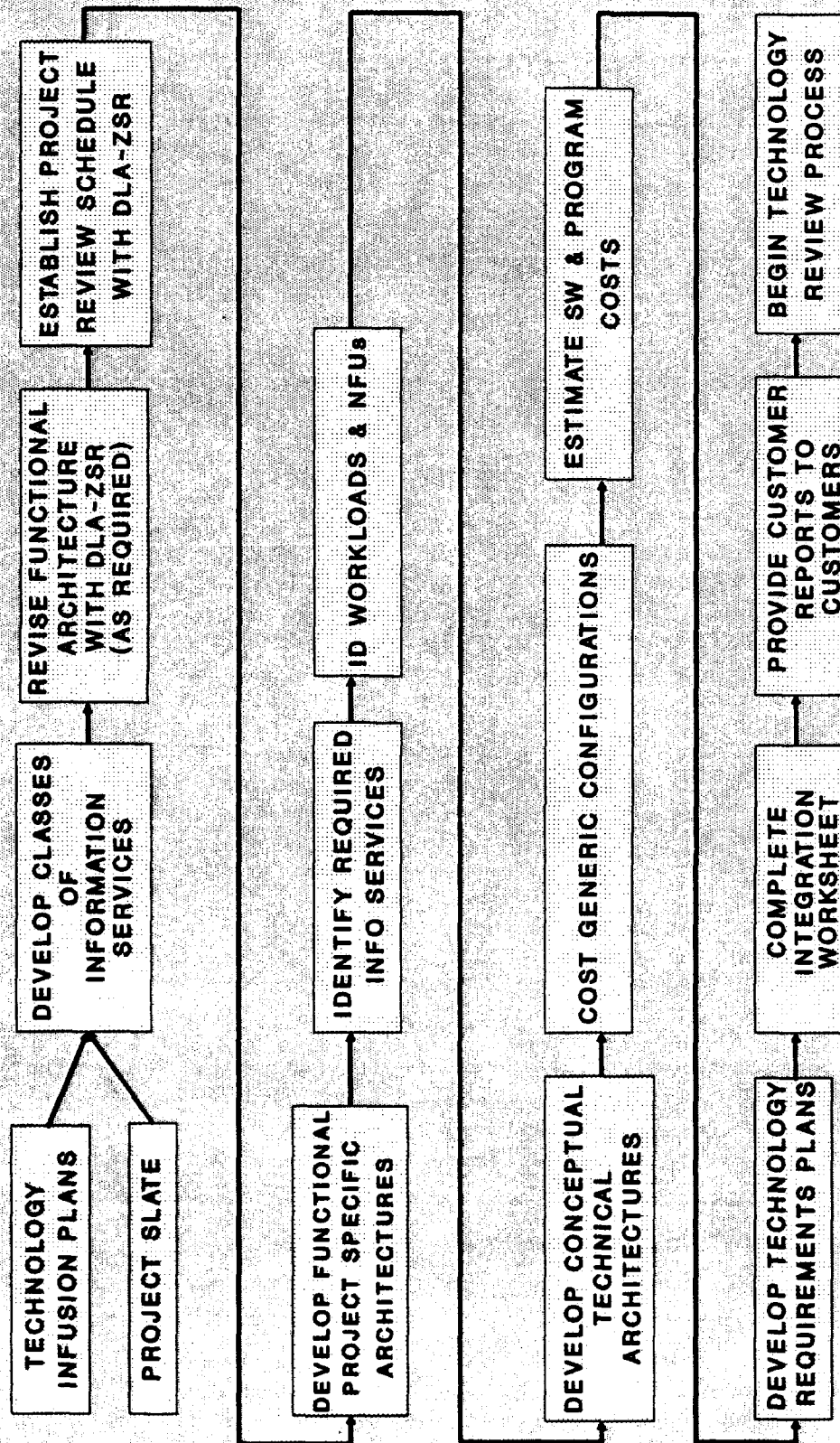
41

CONCEPTUAL TECHNOLOGY ASSESSMENT PROCESS

Figure 6
(1 of 3)

42

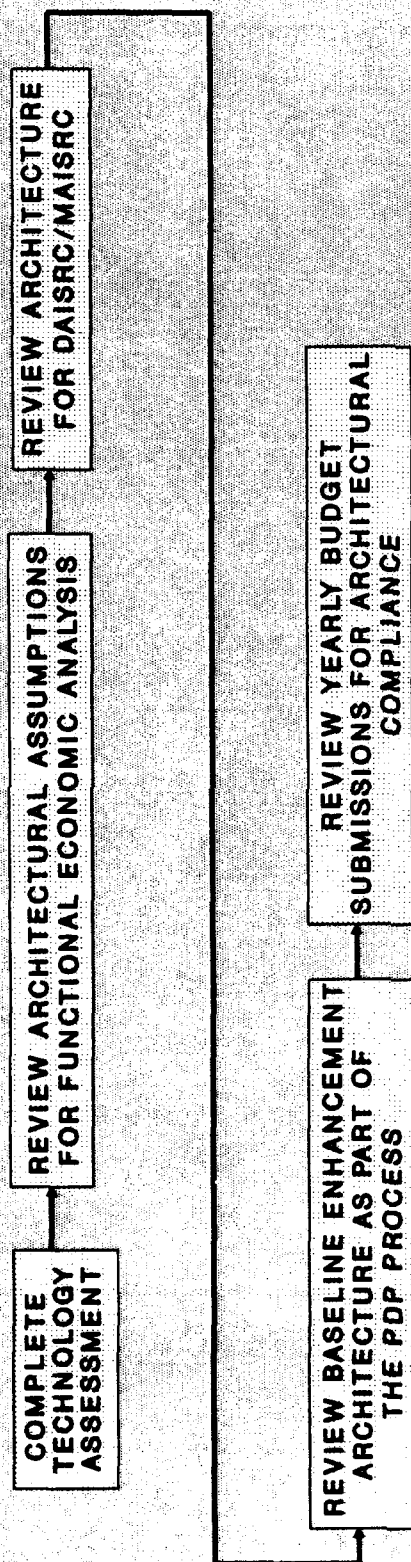# TECHNOLOGY & ARCHITECTURE REVIEWS

Figure 6
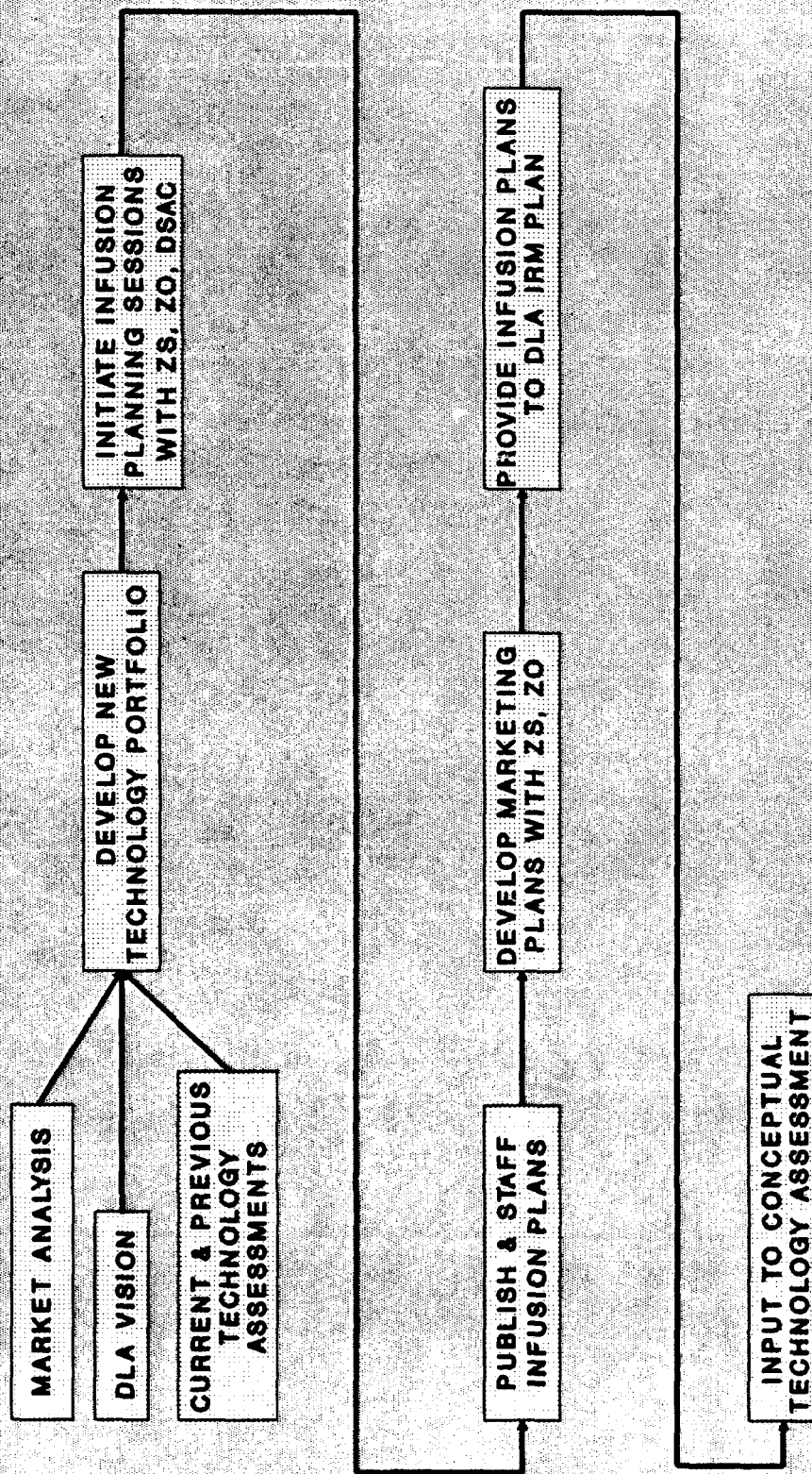(2 of 3)

43

TECHNOLOGY INFUSION PLANNING

Figure 6
(3 of 3)

44

integration with existing automated information system (AIS) applications without requiring extensive modification. This technology is becoming very mature and there are many excellent products on the market to support the development of GUIs. Because of the substantial benefits, primarily a more productive environment, and low risk, GUIs are considered to be one of the hottest information technologies of the 1990s.

Object Oriented and Event Driven Programming represents a family of programming languages, tools and practices that are more flexible and powerful than traditional "third generation" procedural programming. Object oriented programming is important for automation of logistics processes because they deal with highly complex processes much better than traditional languages and can effectively deal with systems that require multiple levels of abstraction. For certain classes of requirements, object oriented development environments can provide an order of magnitude improvement in productivity. Object oriented programming environments are also very good at supporting graphics and GUIs. Object oriented languages include LISP, C++ and the proposed upgrade of Ada.

Natural Language Processing is usually meant to represent a class of products that act as front-ends to data base management systems. Natural language processing systems allow users to query a data base using imprecise everyday language rather than formal query language syntax. Natural Language processors work by parsing sentences and breaking down words into functional units that can be precisely converted to a formal query language. Questions such as "What is the total number of new items introduced to this center during July?" can be answered without learning a formal computer query language.

Intelligent Gateways is actually a bit of a misnomer because in general, the representative products in this class of technology do not use artificial intelligence. Rather, intelligent gateways are software packages that provide flexible data access to a wide variety of systems, data bases and file structures across networks. The fact that "intelligent gateway" as a term, is more commonly used as a way of expressing requirements rather than describing a software product only serves to increase potential confusion. The concept of intelligent gateways is important to logistics because of the large number of heterogeneous data bases in existence that do not easily allow integration of data. Intelligent data bases allow simultaneous or near simultaneous access to a variety of different data sources. They can also provide multiple paths of access to a particular data source and special security features. There are two distinct classes of intelligent gateway technology. One class is marketed by telecommunication product vendors and emphasizes multiple telecommunication protocols support and flexible network access. The other class is generally provided by data base system vendors and tends to provide richer functionality in accessing multiple vendor data bases and data structures.

Smart Credit Card technology features a number of small credit card size devices that have built-in memory and in some cases microprocessors. Common names include laser cards and smart cards. Smart credit cards are inserted into readers for transfer of data either into a host computer or onto the smart credit card itself. When not transferring data, the smart credit cards do not require any physical attachment to a computer system. Typically,

45

hundreds of megabytes of data can be stored on smart credit cards safely in a surprisingly wide range of environmental conditions. Smart credit cards can be used a number of ways to store identification or transaction information. Their small size and physical portability allows smart credit cards to be used in logistics processes such as transportation or warehouse functions where computer workstations or terminals would not be practical.

Groupware is a very generic term used to describe a class of software that is designed for use on a network and provides integrated support for a group of users that are doing related work on a common task. Common groupware functions include allowing multiple users to create and store comments on a single document, the electronic coordination and staffing of a document, allowing individual users to develop parts of a compound document, and support for multiple calendars and schedules. While the first generation of groupware products fell somewhat short of expectations because they tended to be limited in features, the current crop of products that are emerging are quickly maturing and promise to provide substantial benefits in reducing costs and time frames associated with document preparation and staffing.

Case Based Reasoning System is a specialized form of expert system. It simplifies knowledge engineering, or the codification of if-then based rules by automatically generating business rules from the review of historical cases. Because it is often true that historical cases can be created from existing data bases, case based reasoning systems can sometimes be used to automatically create a usable expert system by simply accessing data base records. This is an exciting new technology because expert systems have very high potential to reduce significant costs and manpower requirements in logistics. However, because of the difficulty in constructing expert system knowledge bases, expert systems have not yet fulfilled their potential. While this is still a fairly new technology, commercial products are beginning to appear that have the robustness to develop operational systems.

Neural Network technology is represented by a class of algorithms that mimic the synaptic operation of nerve cells in the human brain. A neural network consists of a set of elements that start out connected in a random pattern and, based upon operational feedback, are molded into patterns required to generate the required results. This technology is especially useful for diagnostics, forecasting, image processing and pattern recognition. Because neural networks are self teaching, they are useful for complex logistics operations where constant modification and adjustment are necessary.

Color Peripherals are not particularly new but are rapidly becoming more cost-effective as prices are starting to tumble. Color peripherals include color printers, 35 millimeter and overhead slide developers and color scanners. This technology may be highly useful to improve the quality of critical DLA documents and increase the impact of marketing initiatives as we move towards a fully reimbursable environment.

Wireless Local Area Networks (WLANs) allow computers to be connected into a network without physical cabling. The three primary approaches now being offered by vendors for WLANs are infrared, radio networks and spread spectrum technology. Infrared devices can support distances of up to 80 feet but require line of sight proximity. Infrared has the highest bandwidth at up to 16 megabits per second. Spread spectrum technology is relatively inexpensive

(about $1,400 per connection), supports distances of between 250 and 1,000 feet depending upon building structures and can support a data transfer rate of about 10 megabits per second. Radio networks work between 40 feet (up to three walls) and 130 feet (open space). They support a throughput of about 10 megabits per second. WLANs should be useful to DLA in situations where buildings cannot be cabled or in warehouse situations where physical mobility is important.

Voice Recognition Interfaces are generally identified with two key technologies; speech recognition devices and Interactive Voice Response (IVR). Speech recognition involves a user speaking into a microphone from which the computer decodes the speech into machine readable text. Early product offering suffered from very limited vocabularies and serious compromises when dealing with accents or imprecise speech. The use of new technologies such as neuro-networks and fuzzy logic have substantially improved speech recognition devices to the point to where they are rapidly becoming a mature cost-effective alternative for non-keyboard data entry. This technology might be useful in a variety of logistics related situations such as physical inventory or picking. Speech recognition devices are particularly suitable for supporting handicapped personnel.

IVR systems are specialized telephone systems that give callers specific information based upon unique responses provided by callers. A common example is banking systems that provide information on different account statuses by pressing different telephone touch tone buttons. IVR systems are useful for large and complex organizations to automatically route callers to the appropriate support person. They can also be linked to a data base to provide information such as status of a requisition.

Pen Based Computers are laptop or notebook computers that allow free-form input by interpreting gestures from a pen-like stylus that writes directly on the computer display. Pen based computers can either be used to input free-form writing or as a device to fill out forms without requiring keyboard input. Because this is a relatively new technology, the industry has not settled on single operating systems to support the pen based extensions to standard computers. Potential applications include executive computers that do not require typing skills and intelligent form data entry devices. They should be useful for any application that requires portability and flexibility such as onsite quality inspections.

Electronic Signature technology is represented by a group of products that provide positive authentication that messages and electronic documents have been submitted, approved or read by a specific authorized person. Encryption is currently the most popular and cost-effective way to positively ensure security. Current technology involves both private key and public key encryption techniques. A private key uses the same secret code for both encryption and decoding. This means that both the sender and receiver must share the same secret code. Public keys use a unique private code for encryption but provide a public key or code that can be shared by a group of potential users. Electronic signature is a critical technology for both Electronic Commerce/Electronic Data Interchange (EC/EDI) and the paperless office.

Object Oriented Data Base Management Systems (OODBMSs) are a class of products that are based upon a data base model that is particularly good at dealing with real world complexity. Logistics planning is particularly complex and usually involves addressing multiple levels of abstraction. A simplistic example of this idea is military planning for a type of airplane at one level of abstraction and the resultant logistics planning for major subsystems, minor subsystems and finally individual parts at other levels of abstraction. Obviously, the number of airplanes that Congress funds has a direct impact on the number of bolts DLA must procure and manage. However, traditional data base management systems have not had the sophistication to successfully manage multiple levels of abstraction. Object oriented data bases are good at maintaining the relationships between objects that represent the various levels of abstraction as well as relationships between objects that are within the same level of abstraction. Another type of data complexity that OODBMSs effectively manage is the storage and management of textual and image data in the same data base.

Although this technology has been in development for many years, the commercial market is still relatively immature. Object oriented data bases are being used successfully for highly complex computer aided design work such as integrated circuit design. It is also being used for data bases that store both images and text.

Because OODBMSs are so effective at managing multiple levels of abstraction and highly complex environments, it should be an extremely useful technology for the automation of complex logistics planning.

Microcomputer Based File Servers use the same basic technology as personal computers (PCs). They have been substantially enhanced to store large amounts of data, access that data quickly and transmit it as fast as possible. File servers most commonly communicate to a user's computer through a local area network such as Ethernet. These high-end PCs tend to have the following characteristics; extremely high capacity hard disk drives with caching controllers, fastest available central processing unit (CPU), maximum available random access memory and high-speed communications interface cards.

The key advantage of microcomputer based file servers is cost. It is possible to get mainframe or large minicomputer performance at a fraction of the cost of these other platforms. A current state-of-the-art file server typically costs between $10,000 and $25,000 and can equal the performance of $50,000 to $100,000 minicomputer or $500,000 mainframe computers. In addition, microcomputer based technology is improving at a very rapid pace. For instance, the Intel 80586 microcomputer chip should be available in mid-1992. It will provide about 100 million instructions per second performance. This will eclipse the power of all but the largest current mainframes and supercomputers at a tiny fraction of the cost.

The weakness of microcomputer file servers is the speed of the bus (a backplane of circuits that connect the CPU with the disk drives and other peripherals). Because server applications are disk intensive, this can represent a serious bottleneck in very high-speed applications. Current microcomputer server buses are 32 bits wide. However, future microcomputer CPU chips will support higher speed 64 bit buses which should help eliminate this bottleneck.

48

Because of the cost advantage of microcomputer based file servers and the Agency's commitment to client-server architecture (a highly distributed network of high powered workstations and special purpose servers), microcomputer based high powered servers should proliferate in the next few years for a wide variety of logistics applications.

Imaging (Document and Technical Data) systems convert items from an original to a digital "picture." The original media can be anything from a three dimensional object to a frame of microfilm, but is most commonly paper documents. The conversion is done using a scanner that reads from the object a two dimensional matrix of dots. These dots are given a value that digitally represents their color. If more dots are used to represent the original the resulting image will be of higher quality (less "jagged"). Unfortunately, each one of these dots also takes up memory. A high-resolution full-color copy of a normal sheet of paper (at 400 dots per inch, 24 bit color) takes up nearly 40 megabytes of disk space. For that reason documents are usually scanned at a lower resolution and converted to just black and white or a limited number of grays. For most business documents this is quite adequate.

While these systems vary greatly, depending on the requirements, there are generally six components required for an image system; scanners, a central server, high capacity storage, high resolution workstations, laser printers and a local area network. The key to these components is that they be able to handle extremely large files and display at high resolutions. Often this means that the images are stored on optical disks which are shuffled around by a robotic filing cabinet called a jukebox. Some other components are optional: a data base for indexing information, a workflow control program for tracking how images are used, an optical character recognition (OCR) subsystem, either hardware or software compression algorithms, and general office automation software. The OCR is needed if the images are of textual information and this needs to be converted from the dots into the ASCII characters that are used by other software, like a word processing package.

Multimedia Systems combine a mixture of media types (text, graphics, recorded sound, synthesized sound, still images and full motion video) to bring more information to the user than was formerly possible. Computers have traditionally been limited to working with character information presented in a linear fashion with maybe simple graphics. Human beings however, assimilate information in many different ways. Multimedia technology now exists that structures information to make use of the ways in which people learn. Often this information is then organized using hyper-links so the user can control how the information is presented, jumping from one area of interest to another. Eventually the user will be able to move through and access data through a simulated physical environment. The first applications of multimedia in the Agency will probably be for training and business applications. Other applications will follow as the industry develops.

Most of the technology required to do multimedia has existed for several years. However the standards needed to make multimedia a viable market have lagged behind. Currently two groups, led by Microsoft and IBM, are vying to direct this standardization. Microsoft has the lead because its solution can be implemented now; IBM's solution is more powerful but will require several years of development until it is marketable. A minimum configuration for a multimedia workstation includes a Super-VGA monitor, a CD-ROM reader, a sound

49

board and a stereo amplifier with speakers. Full motion video usually requires a special tuner board with decompression hardware.

CD-ROM Mastering enables CD-ROM users to save money and develop CD-ROMs that are more customized.

CD-ROMs have become a cost-effective way of publishing vast amounts of data for distribution to remote users. Several steps are required to plan for and produce a high quality CD-ROM. Since the average seek time and transfer rates for a CD are not as fast as traditional floppy disks, it is important that the user be involved in defining how data is organized on the CD-ROM and testing whether the product lives up to expectations. When the industry was still new this entire process was contracted out to companies specializing in the "art" of making CDs. Increasingly companies are choosing to do most of this work in-house and only contract for the actual pressing of the disks. This has been made possible by the development of pre-mastering systems that take the "art" out of the process.

Because both CD mastering software and CD readers have demonstrated significant cost reductions over the past year, this technology is quickly becoming a very cost-effective approach to reducing paper documents and providing necessary information "on-line." The large amount of reference material required for logistics processes makes this technology very attractive to DLA.

Forms Management is largely conducted in DLA using standard paper based forms. Unfortunately, manual forms management and storage is very expensive and paper forms are not easy to fill out using PCs as word processors. (Witness all the typewriters still found in offices.) Eventually EDI will be used for exchanging much of the information that is currently found on official business transactions, such as invoices, but what about all the internal forms that do not or will not have an appropriate EDI standard transaction set? Forms management software can solve this problem.

Electronic forms management software allows the user to represent paper forms electronically on a monitor screen exactly the way they look on paper. Forms are filled out electronically by inputting information into the computer via the keyboard. The entered data can be stored in a variety of ways including being placed in a data base management system or stored as a flat file. After processing, sophisticated printer drivers allow the user to generate hard copy forms that are completely and correctly filled out. This allows forms to be staffed and coordinated electronically (e.g., electronic mail.)

Forms management software systems provide a simple cost-effective way for offices to reduce paperwork and automate the processing of forms without dictating a change to the form itself. As such they represent a viable transition technology. Forms management systems represent a wide range of technologies. At the low end, simple PC-based systems exist that allow the user to design a facsimile of a form using special graphical fonts. This approach is particularly useful when used with other GUI software in a windowing environment. More complex systems allow for forms to be scanned in and information extracted from the scan for uploading into existing automated

information systems. Since this data often includes numeric data (e.g., dollar amounts) the risk of errors in the conversion limits the usefulness for the Agency.

Wedge Barcode Technology is an advancement on barcoding, a mature technology that has already had a substantial impact on the Agency, especially in warehouse automation. Several innovations have occurred recently in the equipment used in barcoding that expand the scope of its applications and make it far easier and cost effective to integrate into system applications. New scanners can read the data from a greater distance with greatly increased accuracy. The barcode terminals are becoming much more flexible and intelligent. For example, a single unit can read barcodes, interact with the user through a keypad and interface with the corporate system using IBM 3270 dumb terminal emulation.

The bottom end of the market is also developing with low cost devices called wedge barcode readers. Wedge devices plug into standard PC ports and fool the computer into thinking that the barcode input is coming from the keyboard. Because barcode data appears as keyboard input, existing software such as Enable and dBase III can be used with no additional integration required. Since simple Microsoft-Disk Operating System (MS-DOS), compatible wedge systems are relatively inexpensive, barcodes can be justified for use in almost any office.

POSIX Compliant NT Operating System is part of a major battle starting in the computer industry for the next operating system for the office workstation. MS-DOS has dominated the office computer market since the introduction of the PC in 1981 and is the predominant microcomputer operating system used in the Agency. However, office computers are no longer the simple PCs we've grown to know. Increasingly, the office computer looks more like the workstations used for engineering. Exotic new peripherals, network based applications and GUIs demand more from a computer than DOS can handle. While some experts have forecasted an increase in the use of UNIX, the market simply hasn't agreed. Neither has IBM had much luck with its own OS/2 operating system. The market is overripe for a change.

Currently, several major contenders are working on workstation operating systems. Microsoft's entry is Windows NT (for New Technology). Despite the name and backward compatibility, the new Windows and DOS are totally redesigned and reportedly will have many of the features of UNIX. This new operating system will have multiple interfaces including DOS, Windows and POSIX. This will allow full portability across DLA's end user interface environments. NT will also support C2 level security. The major advantage of the NT operating system is that it will allow DLA to achieve full interoperability with DoD Corporate Information Management standards, while continuing to support the DLA end user computing DOS environment.

Voice Authentication technology holds promise for use in security. Security systems basically authenticate the identity of a user by something he or she physically has custody of or uniquely knows. Magnetic ID cards, smart keys and thumb and retinal scanners are examples of the first. Passwords, Public Key Encryption, and Data Encryption Standard (DES) based code schemes are examples of the second. Unfortunately, things you know can be known by other people too; things you have can be stolen. Furthermore, the specialized

hardware needed to implement some of these schemes is expensive. Consequently security has rarely been implemented on workstations.

The way a person pronounces words is unique and cannot be exactly duplicated by another person. A system that uses voice authentication would be trained to recognize a set of words and would then force the user to repeat a random sequence from these words at the point of access. Since this system would be centralized and make use of existing telephones, control is simple and the cost of implementation is minimal.

Redundant Arrays of Inexpensive Disks (RAIDs) is a way of providing gigabytes of fast, fault-tolerant and cheap mass storage for server applications both with mainframes and with smaller servers on local area networks. RAIDs use many "small" disks (like those in a PC) and "network" them together internally in a highly integrated way. Through the use of mirroring, data can be stored simultaneously on more than one disk of the array, thus giving built-in fault-tolerance. The alternatives to RAID are storing data on single large expensive disks, optical technology (also expensive), or tapes (which are much slower). Industry watchers report that RAID will become the predominant random access disk storage paradigm for all three tiers of computing (micro, mini and mainframe) in the 1990s.

DLA's future environment for IRM is discussed in detail in the "DLA IRM Environment Vision and Prescription." The document prescribes a reengineered IRM data, process, network, technology and organizational environment targeted for the mid-1990s and beyond (after the ADP consolidation environments are normalized). The concepts set forth in the document include:

- sharing of data across the corporate scope,

- treatment of IRM as a mission essential management entity with its own information systems needs,

- development of common applications architectures assembled from foundation application and technology components which can be considered the building blocks from which all systems are built,

.- the vision of network computing where the network is the computing environment, not just the communications link,

- the policy of "State of the Contract Design" to assure integration and to eliminate waiting for acquisitions at critical times,

- the adoption of standards assuring an open systems environment with flexibility,

- the use of automated systems engineering enablers to cope with the enormous complexities of enterprise-wide analysis,

- the infusion of up-to-date cost-effective technologies, and

- an organizational environment that is flexible but firm in its commitment to providing cost effective support to its customers.

52

SECTION 6: PRINCIPAL STAFF ELEMENT SUMMARIES

For each Principal Staff Element (PSE), this section contains a summary of the FY 92-98 planning period. The PSE is introduced with a description of the organization, structure, and mission. Agency-designated major standard Automated Information Systems (AISs) for which the PSE is the lead functional sponsor plus other AISs supporting the mission and functions of the PSE are described. Information Resources Management (IRM) accomplishments during FY 91 are shown and IRM management issues and initiatives are discussed. Funding information is portrayed for each year of the planning period. FY 92 and 93 figures are from the September 91 IRM Modernization Budget. These figures, and figures for FY 94-98, are supplemented by planning estimates that will be refined and addressed in future editions of this plan and in future budget submissions.

DIRECTORATE OF CONTRACT MANAGEMENT

DLA-A/DCMC-A

ORGANIZATION AND STRUCTURE

The Defense Contract Management Command (DCMC) is divided into five Continental U.S. districts and one international command (DCMCI) to provide DoD and other customers with contract administration services. Geographic locations of all offices are identified in Figure 7. The structure of the districts and contract administration offices (which includes Defense Contract Management Area Operations (DCMAOs) and Defense Contract Management Representative Offices (DPROs)) is as follows:

Organization	Location	No. of Employees	No. of DCMAOs	No. of DPROs
HQ DCMC	Alexandria, VA	143	NA	NA
DCMDW	El Segundo, CA	4751	7	21
DCMDS	Marietta, GA	3575	8	19
DCMDC	Chicago, IL	3336	9	12
DCMDN	Boston, MA	4039	7	19
DCMDM	Philadelphia, PA	4127	8	16
DCMCI	Wright Patterson AFB, OH	221	8	0
	TOTAL	20192	47	87

MISSION

In conjunction with DCMC-E and DCMC-Q, DCMC-A administers Defense contracts for the Military Services, other Department of Defense (DoD) components, Federal civil agencies and, when authorized, to foreign governments and others. DCMC activities provide traffic management direction and services to contractors in performance on DoD contracts. The primary functions offered by DCMC transportation offices are: issuing shipping documentation and instructions; evaluating contractor shipping performance in the context of contract requirements; participating in preaward surveys and postaward conferences; assuring accuracy of contract provisions; and verifying contractor travel. Currently, DCMC transportation support is furnished by 34 DCMAOs operational transportation branches in the United States and Canada. Technical supervision for these branches is provided by five Defense Contract Management Districts (DCMDs). DCMC also has an overseas operation with DCMAOs located in various countries under the direction of the Defense Contract Management Command International (DCMCI). Overall policy and procedural guidance is issued by the Transportation and Packaging Division, Directorate of Contract Management at DCMC Headquarters.
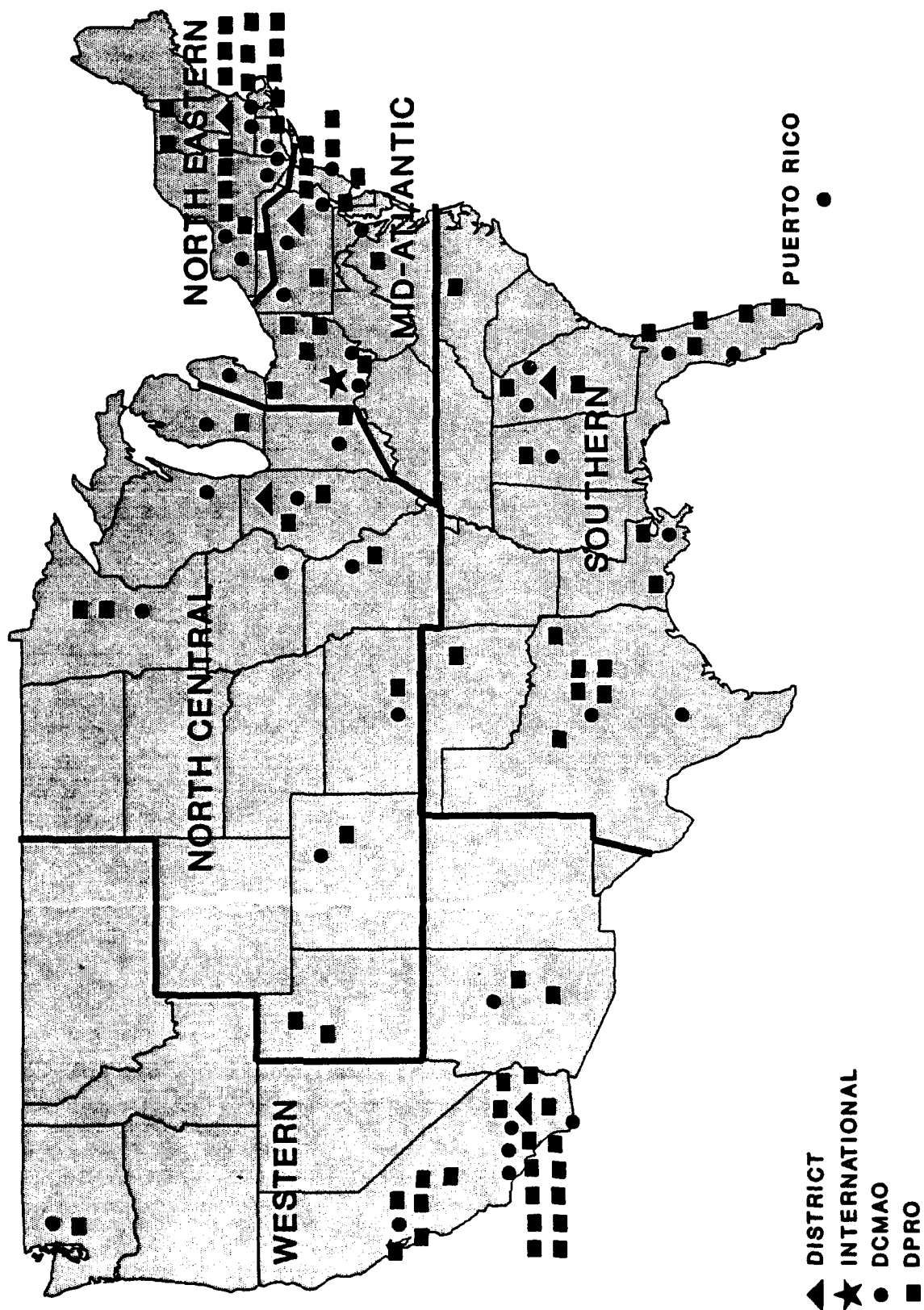
CONTRACT ADMINISTRATION DCMC

NORTH EASTERN

MID-ATLANTIC

PUERTO RICO

NORTH CENTRAL

SOUTHERN

WESTERN

▲ DISTRICT
★ INTERNATIONAL
● DCMAO
■ DPRO

Figure 7

55

SUPPORTING AIS(s)

Major AIS(s):

Mechanization of Contract Administration Services (MOCAS) is the Defense
Logistics Agency (DLA) Automated Information System (AIS) designed to support
the DoD contract administration services mission performed at the DCMDs. As a
mature system, MOCAS consists of an operational baseline which provides
functional support to the mission of contract management, including quality
inspection oversight and the disbursement of funds to contractors for goods
and services. The MOCAS organization currently consists of Headquarters (HQ)
DLA, DCMC, five DCM Districts, DCMCI, four Transition Management Offices
(TMOs), the Defense Finance and Accounting Service, Columbus (DFAS), DLA
Information Processing Center, Columbus (IPC Columbus), 39 DCMAOs, 87 DCM
Plant Representative Offices (DPRO) and 1,200+ Resident Facilities.

The major functions of MOCAS are: Contract Management, Production
Surveillance, Financial Management/Disbursing, Contract Audit Follow-up,
Product Quality Deficiency Reporting, Quality Technical Development, Quality
Assurance, Plant Clearance, Transportation, Program Management, and Industrial
Property Management. MOCAS is developed through functional requirements
approved by HQ DLA, and where appropriate, DFAS.

MOCAS is installed on AMDAHL 5870s or 470 V8s and utilizes COMTEN 3690, CDC
1700 or HIS 1250 at all DCMDs and IPC Columbus, which utilizes an AMDAHL 5870,
an AMDAHL 5880, a NAS 9080, a COMTEN 3690 and a CDC 1700.

Hardware

Tier 1: 11 AMDAHL/NAS large-scale computers
10 COMTEN front-end communication processors

Tier 2: 21 Distributed (Gould) minicomputer systems (DMINS)
23 Distributed (AT&T) minicomputer systems (DMINS)
100+ terminals and printers, each system

Tier 3: 59 Four Phase minicomputer systems (16/32 terminal
per system, with printers)
14,300 Intelligent terminals with printers (Z-248s
(desktop) and Z-184s (lapheld))

Software

Operating Systems: MVS SP/XA, UTX32 and MS DOS
Data Bases: TIS, UNIFY and dBaseIII/Clipper
Programming Languages: COBOL 74, COBOL XT, MANTIS, Comprehensive
                        Retrieval, ACCELL, Vision, 'C,' Q Menu and
                        DBASE
AD HOC: Query and SQL

Subsystems

MOCAS Contract Management Paperless Automated Support System (COMPASS)
provides personal computer (PC) workstations for each functional area.

COMPASS creates a paperless environment by allowing users to extract and download data from the mainframe to their PCs, eliminating the need for hard copy reports and providing access to the most current data available. Future enhancements will include interface between users and customers, incorporate electronic forms and permit access to critical data in other sources outside MOCAS.

MOCAS In-Plant Quality Assurance Representative (QAR) is the automation of the manual logs and statistical data that are compiled and maintained by the QARs.

Operating Sites

MOCAS processing is currently performed at four primary host sites - Chicago, Philadelphia, Boston, and IPC Columbus. Transition plans call for completion of DCMC consolidation by December 1992 at IPC Columbus. At this time there will be five MOCAS data bases aligned by DCMC district at a single processing site in Columbus, Ohio. The possibility of an International data base could materialize during the FY 92-98 time frame.

External sites - There are approximately 36 service offices, and this will increase with redesign, outside of DFAS and DCMC who use MOCAS. With the implementation of Contractor Profile (Refer to IRM Initiatives in this section) the entire Defense buying community will now have access to MOCAS, along with several other data bases, increasing external users substantially.

Strategic Business Area: Acquisition Services

PSE AIS(s):

Contract Property Management System (CPMS) is a UNIFY/ACCELL application. This system will be used to track government property in use by contractors. It is being converted to run on the DLA Systems Automation Center (DSAC) Distributed Minicomputer System (DMINS). The system was designed by Control Data Corporation.

Plant Clearance Automated Reutilization Screening System (PCARSS) automates the dissemination of contractor inventory data through the plant clearance reutilization screening process; provides DoD, Federal and civilian agency screeners with electronic means of identifying excess serviceable assets for reutilization; and eliminates, where possible, hard copy documents used in the plant clearance reutilization screen process.

Planned Emergency Procedures (PEP) data is extracted from the PEP Data Base Management System (DBMS), formatted and printed on mats for subsequent mass printing.

DLA-AI Register of Planned Emergency Procedures (RPEP DBMS) is used by DLA-AI to review, monitor and report on planned emergency procedures.

Contractor Purchasing System Review System of the AIS (CPSRS) is an on-line application designed to facilitate the recording of statistical/factual information resulting from each purchasing system review performed, provide a means to summarize the review status of individual contractors, and provide report output consistent with DoD and other Federal agency requirements.

DLA Systems Automation Center (DSAC) Automated Disposition System-Unify Minicomputer Tier II Application (DADS) provides a complete history of each Plant Clearance Case administered by DCMDs from date of receipt through closeout and furnishes on-line summary reports for use by DCMDs and HQ personnel. The DSAC Contract Information Systems Branch has been tasked to implement modifications to this DSAC-written system, which is written completely in C.

Report Government Facilities (RGF) is a property control system that contains information for the property administrator and creates reports on contractors possessing government property. This information is input to a DoD-wide reporting system that provides reports to Congress.

Preaward Survey System (PASS) is a personal computer-based system which computerizes the forms used in conducting an evaluation of a prospective contractor's capability to provide an item or a service. PASS provides word processing capabilities to the DCMD functional specialists who accomplish the surveys. PASS also enables the electronic transmission of surveys/data between DCMC activities, and upload to the DASC mainframe for data sharing with all DLA/DoD buying activities.

Management Information Report (MIR) is a glossary of data elements used in the Report Control Symbol (RCS)-26, Management Data Report. As a result of the Director's concern that excessive reporting requirements were being placed on Primary Level Field Activities (PLFAs), a total review of the Glossary was completed by the appropriate HQ Principal Staff Elements (PSEs). Reporting activities are required to report manually any data element (item) which is not available from automated source systems. This requirement will continue until such time as mechanized capability becomes available.

Executive Information System (EIS) was deployed at DCMDN Boston in October 1990. It is a DCMC automated system that will allow senior executives, managers, and analysts at all levels of the organization access to relevant and accurate management data in an on-line environment.

Termination Automated Management System (TAMS) is a user-friendly computer program to operate with microcomputers to assist in the operational management and reporting aspects of contract terminations. TAMS automatically produces the required quarterly status reports (DD Form 1598) for the Services' buying activities. TAMS also provides numerous management reports which assist both management and individual Terminations Contracting Officers.

IRM ACCOMPLISHMENTS IN FY 91

The Preaward Survey System was deployed at all DCMC sites in January 1992.

The production redesign for MOCAS was completed and deployed at all sites in September 1991. Buyer Inquiry Screens were included in this release.

Increment I for the Contractor Profile System (CPS) was certified at DCMDN in Boston during the August 1991 time frame.

EIS was deployed at all Districts to allow senior executives, managers, and analysts on-line access to management data.

IRM MANAGEMENT ISSUES

Defense Management Report Decisions (DMRDs) which impact MOCAS are:

DMRD 910 - Consolidation of DoD Accounting and Finance Operations. To the extent that MOCAS is selected as the method of Contractor Payment by the DFAS, the system will have to encompass the requirements of contract payment and reporting and modify the application to include the reduction of accounting stations.

DMRD 916 - Streamlining Contract Management. Requires enhancements to accommodate changes in contract management procedures and the addition of the Plant Representatives Offices formerly managed by the Military Services. Because these former Military Services were not MOCAS based, significant computer hardware and software changes are needed to bring these activities under centralized control of DCMC. A major hurdle is the interface of the Acquisition Management Information System (AMIS) of the Air Force with MOCAS. Changes to MOCAS will be required to accomplish the interface and will include consolidated management information reporting to DCMC. The plan for the AMIS/MOCAS interface is being reviewed. Significant Central Design Activity (CDA) resources, and computer peripherals may be required.

DMRD 924 - Consolidation of ADP Operations. Continue with the consolidation of the DCMC's data bases into the five district configuration at the IPC Columbus. In order to complete the reconfiguration and absorption of contracts from the former Service Plant Representative Offices, additional mainframe/peripherals will be required. Expanded sign-on capability will be required to accommodate the increased functional user community.

DMRD 925 - Corporate Information Management Systems. MOCAS has been selected as the standard system for contract payment. Changes are required to interface MOCAS and the Air Force AMIS. MOCAS will be revised to include best features of AMIS to obtain a single method of contract administration and payment.

DMRD 941 - Electronic Data Interchange (EDI) is the automated exchange of electronic forms, usually standard ones, instead of paper. After more than ten years of planning, prototyping, and development work on a wide variety

of projects by private and public sector organizations, DoD has begun implementing an EDI system. In the implementation, DoD is dealing with many of the basic procurement and contracting reform problems that kicked off the original Defense Management Review process. Through EDI, DoD's basic business system can be modernized, procedural bottlenecks corrected, and overhead costs reduced. All functional areas will be involved, including supply management, procurement, contract administration, transportation, depot operations, maintenance and payment.

The establishment of DFAS and the consolidation of contractor payment have affected MOCAS. Systems issues relating to mutual enhancements (Contract Payment and Reporting, MOCAS/AMIS Interface, Expanded Sign-on, etc.) are requiring more coordinated planning for the development of functional descriptions, long-range planning, assignment of CDA resources, and funding. This results in longer lead times to bring an enhancement from inception to deployment.

Computer technology is improving at an accelerated rate. All roads appear to be leading toward distributive processing. In order to take advantage of the most modern hardware, software, Computer Assisted Systems Engineering (CASE) tools, and data modeling techniques, the acquisition process for system related items will need to be expedited. The technology becomes obsolete before it is ever received or implemented.

There is a potential for serious interruption of service on District minicomputers because of competition for processing time with other users and this could cause mission failure.

The largest issue on the planning horizon is resources, procurement and labor dollars. All the DMRDs, MOCAS enhancements and future initiatives rely on the ability to fund these programs and provide the CDA expertise to make them a reality.

IRM INITIATIVES

The Integrated Contract Administration Services (ICAS) is the DLA vision of future contract management modernization. Efforts are underway to design a technical platform for ICAS which will substantially improve the potential for developing and deploying a more powerful contract management system. MOCAS will provide much of the data to drive the new ICAS system. The planned operating environment envisions a client-server network linking all DCMC activities. This network allows personal, mini and mainframe computers to share, co-process, and store large quantities of data without regard to location or format. The ICAS initiative, which is now in the planning stages, will begin by establishing the functional requirements. General development will include Information Engineering techniques utilizing CASE tools, developing entities, processes, data models and action diagrams.

The Procurement Corporate Information Management Council is a high-level management organization to be established to simplify and standardize the procurement business practices and reflect those in standard procurement information systems.

Continued deployment of the EIS will allow DCMC senior executives, managers, and analysts at all levels of the organization access to relevant and accurate management data in an on-line environment.

The CPS will be developed to provide a DoD-wide view of contractor performance and capability. This will enhance the opportunity for selecting contractors who are able to produce quality products on time and at a reasonable cost to the Government. It will produce an on-line system that can be updated daily and provide an inquiry capability giving the user the most current information. This system is expected to be completed in FY 98.

The Transportation Automated Management System (TRAMS) is being developed to automate approximately 80 percent of transportation functions performed in contract management. The system has improved, and with continuing development will further improve, each District's transportation management and operations capability by providing automated support to transportation processing, planning and interfaces with the commercial transportation system. Planned changes and enhancements for TRAMS are as follows:

Hardware - A 3B2 minicomputer dedicated to TRAMS will be placed at each District. The current communication complexities will be reduced by enabling DCMAOs to communicate directly with the minicomputer and file transfer reliability will be improved.

Software - Shipment application processing will be moved from DCMD microcomputers to the dedicated minicomputers. When a DCMAO or contractor accesses the minicomputer and transfers shipment application data files, the system will display the number of other users currently on-line, the time required to process applications files, and give the user a choice of remaining on-line for processing or calling back at a later time. DCMD intervention will no longer be required for shipment application processing. DCMDs will maintain tender and mileage data bases, and generate reports. Programmers are developing a consolidation capability in TRAMS which will build truckload shipment units to take advantage of lower freight rates. The consolidation unit will plan multiple pickups and deliveries to fully load vehicles and optimize the overall transportation savings for each shipment. The new software will also provide the capability of processing exception shipments such as export, Foreign Military Sales, hazardous, sensitive, and other types which are not currently automated. Shipping documents such as Transportation Control and Movement Documents, which are not currently automated, will be programmed in TRAMS. In addition, an interface between TRAMS and MTMC's CONUS Freight Management System will be developed. This link will improve the transfer of shipping information from DCMAOs and DoD contractors to Military Traffic Management Command. It will also expand the types of shipments which can be rated and ranked in an automated environment.

Procedure A contractors will be given access to the dedicated minicomputer to process shipments. This will improve traffic management procedures for Procedure A contractors and eliminate the production of Routing Guides.

IRM MODERNIZATION BUDGET - SEP 91 ($000)

FY92	FY93	FY94	FY95	FY96	FY97	FY98
39,082	12,091	20,895	7,150*	7,860*	7,985*	7,083*

* - Planning figure to be addressed and refined in future editions of this plan and future budget submissions.

OFFICE OF PUBLIC AFFAIRS

DLA-B

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ORGANIZATION AND STRUCTURE

MISSION

The Office of Public Affairs (DLA-B) acts as the principal staff advisor and assistant to the Director, DLA, his command group, and other staff elements on all public affairs matters, and administers the Agency's external and internal information programs.

SUPPORTING AIS(s)

Major AIS(s):

None

PSE AIS(s):

None

IRM ACCOMPLISHMENTS IN FY 91

None

IRM MANAGEMENT ISSUES

None

IRM INITIATIVES

None

IRM MODERNIZATION BUDGET - SEP 91 ($000)

FY92	FY93	FY94	FY95	FY96	FY97	FY98
0	0	0	0	0	0	0

OFFICE OF COMPTROLLER

DLA-C

ORGANIZATION AND STRUCTURE

The Office of Comptroller (DLA-C) has five Divisions: Program Budget, Internal Review, Management Information Systems, Financial Systems and Control, and Management Improvement. DLA-C currently has 116 employees working at Headquarters (HQ), Cameron Station, Alexandria, Virginia; 25 employees in Chicago, Illinois; and 51 employees in Richmond, Virginia.

MISSION

DLA-C acts as the principal staff advisor and assistant to the Director, Defense Logistics Agency (DLA) and other HQ DLA staff elements on all DLA matters with respect to:

o Budgeting, including development of coordinated financial requirements, preparation of budget estimates, and presentation before higher review levels and the Congress; and management of DLA appropriated and working capital/revolving funds.

o Development of coordinated manpower requirements and administration of civilian manpower resources.

o Programming, including development and preparation of the coordinated DLA Program Objective Memorandum (POM) and presentation before higher review levels; and administration of financial aspects of Program Review and Analysis.

o Financial systems and control. Accounting and finance and analysis of financial reports. Formulates, evaluates and advises on pricing policies, programs, and procedures and requirements related to accounting and finance matters. Serves as the DLA liaison with the Defense Finance and Accounting Service (DFAS).

o Internal review.

o Audit oversight and follow-up, including administration of all actions related to reports prepared by external audit or inspection activities.

o Administration of reporting requirements to the Department of Defense (DoD) Inspector General.

o Administration of DLA Productivity Improvement Programs.

o Administration of DLA Integrated Resources Management Systems: including DLA Integrated Management Engineering Systems (DIMES), and Management Information System (MIS).

o   Administration of DLA Commercial Activity Program.

o   Administration of the DLA Management Information System and Management
     Analysis Statistical System (MASS). Serving as the DLA focal point for
     Military Supply and Transportation Evaluation Procedures (MILSTEP).
     Lead Principal Staff Element (PSE) for the Automated Payroll, Cost and
     Personnel System (APCAPS). Executive Secretary of the DLA Automated
     Information System Review Council (DAISRC).

SUPPORTING AIS(s)

<u>Major AIS(s):</u>

Automated Payroll, Cost, and Personnel System (APCAPS) is an integrated multi-
function resource management system designed to use common source data between
functional areas. The system provides a single data reference point for pay,
personnel, labor costing, general ledger accounting, and manpower reporting.
APCAPS is an on-line, integrated system that is General Accounting Office
approved and responsive to changes. It provides functional managers and
agency mission decision makers access to timely and accurate data to enable
them to manage effectively and efficiently and comply with external reporting
requirements.

In addition to DLA, APCAPS has external users, e.g., the Defense Contract
Audit Agency (DCAA), Defense Information Systems Agency (DISA), Executive
Office of the President (EOP), Defense Commissary Agency (DeCA), and DFAS.

The system satisfies the following objectives for the functional users' areas
of responsibility:

o   APCAPS provides a manpower reporting feature/capability that uses
     tables and structures to establish the hierarchy of the organization
     and its relationship for data feeds and reporting purposes.

o   APCAPS functions in support of personnel and equal employment
     opportunity, providing support in the areas of manpower,
     classifications and pay administration, personnel management, employee
     relations, career development and training, and statistical reporting.
     The Personnel portion provides for automated processing of
     administrative personnel actions related to positions and employees,
     plus on-line data entry and validation.

o   The Payroll portion reacts to all changes to employee pay information
     initiated through the Personnel portion, or requested by employees.
     The APCAPS Time Attendance and Labor Exception (TALE) reporting system
     allows timekeepers to enter data directly into the APCAPS system using
     a terminal, instead of recording data on computer punch cards.
     Routine information, such as regular hours worked, holiday leave,
     night differential, and Sunday premium, is already in the system and
     does not have to be input. Timekeepers only have to enter
     "exceptions" such as leave or overtime, or working in another
     subsidiary cost code. Some functions of the Payroll portion include
     automatically accruing and charging employee leave, maintaining

65

employee pay/deduction with accumulators, automated retirement
history, and providing employee operation costs for management
purposes. The Payroll portion also provides selected non-pay status
information to personnel offices.

o The Cost segment includes a cost accounting, management engineering
and performance effectiveness reporting capability. The system uses
data collected through the TALE process to charge costs to job orders
or projects. Engineered performance standards in the system allow
productivity to be calculated by organization. These capabilities
support day-to-day management decisions and unit cost calculations.
Daily, weekly, and monthly information is produced on actual employee
and agency costs (labor costs).

o The Appropriation Accounting System (AAS) provides a uniform system of
accounting for appropriated funds. The common functions performed
include funds control, general ledger accounting, appropriation record
maintenance, job order account, and financial reporting.
Appropriations covered by AAS are Operations and Maintenance;
Procurement Defense Agencies; Military Construction; Research,
Development, Test and Evaluation; and Family Housing. Funds are
controlled using summary and detailed Operating Targets for both
commitment and obligation authority. AAS has flexible funds control
allowing the Budget Officer to manage funds based on organization,
cost code, and object class.

o The APCAPS MIS provides access to a variety of information for
day-to-day management and decision-making.

Operating Sites

Information Processing Center, Columbus, OH (IPC Columbus) operates the
system for the following locations:

o HQ DLA, DLA Administrative Support Center (DASC), Defense Fuel
Supply Center (DFSC), Cameron Station, Alexandria, VA
o Defense Depot Region Central, TN (DDRC)
o Defense Distribution Region, East, PA (DDRE)
o Defense Construction Supply Center (DCSC), Columbus, OH
o Defense Contract Management District West (DCMDW), Los Angeles, CA
o Defense Contract Management District North Central (DCMDC),
Chicago, IL
o Defense Contract Management District South (DCMDS), Atlanta, GA
o DCAA, Multiple Locations (non-DLA)
o Defense Contract Management Command International (DCMCI)

IPC, Dayton, OH (IPC Dayton) operates the system for the following sites:

o DAASO, Dayton, OH
o DESC, Dayton, OH
o DISA, Arlington, VA (non-DLA)
o EOP, Washington, District of Columbia (DC) (non-DLA)
o DFAS (non-DLA)
o DeCA (non-DLA) Locations

Defense Personnel Support Center (DPSC), Philadelphia, PA operates the system for the following locations:

o DPSC, Philadelphia, PA
o Defense Contract Management District Mid-Atlantic (DCMDM), Philadelphia, PA
o Defense Industrial Supply Center (DISC), Philadelphia, PA

Defense Depot Ogden, UT (DDOU) operates the system for themselves.

Information Processing Center, Richmond, VA (IPC Richmond) operates the system for the following locations:

o DCAA, Philadelphia, PA (non-DLA)
o DGSC, Richmond, VA
o DDRV, Richmond, VA
o IPC Richmond, Richmond, VA

Other PSE Functional Sponsors: DLA-K

Strategic Business Area: Corporate Support

PSE AIS(s):

DLA Management Information System (DLA MIS) provides information for review, analysis and decision-making within and across functional areas. It was established to provide a single source for all management information in order to avoid duplication of information and systems in DLA. The DLA MIS contains summary data from various AISs such as Standard Automated Materiel Management System (SAMMS), Mechanization of Contract Administration Services (MOCAS), APCAPS, and DLA Warehouse and Shipping Procedures Systems (DWASP) as well as manual sources.

DLA Central Reporting Tracking System (CRTS) is an Agency-wide data base for tracking external and internal oversight actions. Since the reorganization of the Internal Review Division (DLA-CI) and an increase in responsibilities, functions, and personnel, CRTS now enables DLA-CI personnel, and will in the future allow PSEs and PLFAs, to access oversight information in a more timely manner.

Military Supply and Transportation Evaluation Procedures (MILSTEP) is a DoD automated system designed to evaluate supply and transportation performance Defense-wide.

Automated Standards Data (ASD), currently in development, will automate standards data. This system will be used by DLA-C/DLA Performance Standards Support Office (DPSSO) personnel at Headquarters, Chicago, IL and Richmond, VA as well as DIMES personnel at each PLFA. This will shorten the time for DPSSO to produce standards output for the field and allow for "what if" analysis.

Regional Freight Consolidation Center (RFCC) is an interface to the MILSTEP System. Shipments through RFCC sites for consolidation are handled by non-DoD truckers. These commercial carriers provide monthly data tapes to DLA which contain information that is used in the MILSTEP process.

Automated Budget System (AUTOBUS) is a table which lists all valid DLA two-digit activity codes, with their station serial and subhead numbers plus title and acronym. It is maintained by the Management Information Systems Division, DLA-CM, stored in DASC-Z COBOL programs and applied to all Report Code System processes (MIS, MASS, General Ledger Account Code Systems, Stock Fund, etc.).

IRM ACCOMPLISHMENTS IN FY 91

Extended APCAPS personnel and payroll support to EOP.

Started action towards total implementation of APCAPS for DCAA.

APCAPS is providing personnel, payroll, and accounting services for the newly consolidated DFAS.

All contract management functions were consolidated under DLA. The goal was to reduce the number of contract management districts in DLA from nine to five.

The consolidation of the Military Services' commissary systems under DeCA, became effective 1 October 1991. This required the establishment of accounting systems, organization responsibilities and document flows to provide stewardship and accountability for funds; all of which were developed and implemented by DLA during 1991.

All storage depots are to be consolidated under DLA. The consolidation will result in the transfer of employees from the Military Services to DLA. The first transfer occurred in June 1990 and will continue until October 1992, when all depots will be consolidated.

IRM MANAGEMENT ISSUES

None

IRM INITIATIVES

APCAPS is being technically "tuned" to reduce computer run times, increase on-line availability to customers, and reduce the number of copies of the system that must be operated by the IPC Columbus. Also included under this category are changes which expand on-line information about the system to APCAPS users (help screens). This feature is one of the reasons that APCAPS can be learned and used easily. This project is in various stages of design, development, and implementation, depending on the phase of the project.

Unit cost budgeting and Defense Business Operations Fund (DBOF) require that cost center managers be able to track and influence their costs in order to

achieve the most efficient operations possible. This improves the way cost data is organized and presented to the cost center managers. It will ensure management receives the data in time to make effective resource decisions in response to work load demands. The project will also reduce the cost to maintain the cost accounting portions of APCAPS. This project is in the design stage.

The initiative for Critical Baseline Financial and Payroll Data Access involves two sub-projects. The first will allow the accounting systems of APCAPS to become the single repository of all financial information, regardless of appropriation or source of funding. The second project will revise the way payroll data is organized and presented to users for management purposes and will improve the efficiency of the payroll office operations by automating some processes that are now manual. It will also bring the piecework payroll for the DLA Clothing Factory into APCAPS. This project is in the requirements development stage.

The initiative for Mandatory Personnel Changes combines several sub-projects related to the personnel management functions. The incentive awards process in APCAPS has completed deployment, but a few modifications identified during Initial Operational Capability (IOC) remain to be done. The labor management/employee relations process has been developed as a collateral system of APCAPS to operate on a minicomputer. It has completed IOC and has been deployed to three sites. We are awaiting hardware deliveries to proceed with implementation to all personnel offices. Version 1 of the training acquisition work force system has completed IOC; version 2 (multi-user distributed processing) is in development. This system supports the legislative and regulatory requirements for acquisitions career management. Lastly, system changes are needed to improve the interface between APCAPS and HQ DLA level system that supports personnel decision making and reporting to the Office of Personnel Management (OPM) and Defense Manpower Data Center (DMDC).

APCAPS will be used for all DBOF activities which do not have a formal cost accounting process. This encompasses all DBOF activities that did not operate as a DoD industrial fund activity prior to FY 92.

IRM MODERNIZATION BUDGET - SEP 91 ($000)

FY92	FY93	FY94	FY95	FY96	FY97	FY98
2,839	2,781	2,629*	1,821*	1,781*	1,645*	1,530*

* - Planning figure to be addressed and refined in future editions of this plan and in future budget submissions.

ORGANIZATION AND STRUCTURE

MISSION

The Director (DLA-D) directs and controls the Defense Logistics Agency (DLA) in the accomplishment of assigned missions, programs, plans and projects.

SUPPORTING AIS(s)

Major AIS(s):

None

PSE AIS(s):

System for Control and Automated Management of Paperwork (SCAMP) is an on-line data storage and retrieval system designed to produce, maintain and extract records reflecting the current status of all controlled correspondence. Printed reports are produced on a regular basis to show status of all correspondence in the system.

IRM ACCOMPLISHMENTS IN FY 91

Reflected in the corporate accomplishments discussed in Section 2.

IRM MANAGEMENT ISSUES

Reflected in the corporate issues discussed in Section 4.

IRM INITIATIVES

The Office of Information Systems and Technology (DLA-Z) and the DLA Administrative Support Center (DASC) were tasked with evaluating the requirements of DLA-D in May 1990 to provide a recommended course of action that would integrate the management tools required by the continuing growth of DLA. Recommendations were made that would support two phases of action. The first phase was the enhancement of the existing configuration. The second phase was the configuration and installation of a Local Area Network (LAN). This LAN will be a Novell 386 operating system and include the following software: Enable 4.0, Harvard Graphics, CC Mail, Who What When, and PC Tools.

IRM MODERNIZATION BUDGET - SEP 91 ($000)

FY92	FY93	FY94	FY95	FY96	FY97	FY98
0	0	0	0	0	0	0

DIRECTORATE OF PROGRAM AND TECHNICAL SUPPORT

DLA-E/DCMC-E

ORGANIZATION AND STRUCTURE

The Directorate of Program and Technical Support (DLA-E/DCMC-E)
provides Defense Contract Management Command (DCMC) customers with technical
assistance on major programs. DCMC is divided into five Continental U.S.
districts and one international command to provide the Department of Defense
(DoD) and other customers with contract administration services. The
structure of the districts and contract administration offices (which includes
Defense Contract Management Area Operations (DCMAOs) and Defense Contract
Management Representative Offices (DPROs)) is as follows:

Organization	Location	No. of Employees	No. of DCMAOs	No. of DPROs
HQ DCMC	Alexandria, VA	143	NA	NA
DCMDW	El Segundo, CA	4751	7	21
DCMDS	Marietta, GA	3575	8	19
DCMDC	Chicago, IL	3336	9	12
DCMDN	Boston, MA	4039	7	19
DCMDM	Philadelphia, PA	4127	8	16
DCMCI	Wright Patterson AFB, OH	221	8	0
	TOTAL	20192	47	87

MISSION

In conjunction with DCMC-Q and DCMC-A, DCMC-E provides contract administration
services to both DoD and other Federal government customers. DCMC has been
assigned as the single focal point for contract administration for DoD. As a
result of this decision, the Program and Technical Support entity was
established within DCMC in FY 91 to provide contractor oversight in the areas
of engineering, manufacturing, technical performance and cost/schedule
reporting.

SUPPORTING AIS(s)

Major AIS(s):

DCMC-E does not have an automated information system dedicated to its mission.
The Mechanization of Contract Administration Services (MOCAS) data base is
shared with DCMC-A and DCMC-Q. DCMC-A has the functional lead for the system.
Refer to the DCMC-A section for details on the MOCAS data base.

PSE AIS(s):

None

IRM ACCOMPLISHMENTS IN FY 91

Program and Technical Support was established in FY 91. Another initiative accomplished was the development of the PROSUP II data base for Program and Technical Support. This Enable data base is viewed as an interim measure until MOCAS and the Management Information Report can be changed to meet the requirements of the new organization. The PROSUP II data base provides contract information on major programs assigned to Program & Technical Support elements within DCMC. It provides information such as surveillance requirements, progress payment data, cost/schedule data, contract values and the Program Integrator.

IRM MANAGEMENT ISSUES

The single most pressing challenge that needs to be satisfied by Information Resources Management activities is the establishment of MOCAS at all former service DPROs that are now assigned to DCMC. Without this capability, DCMC will not have a central data base for all of its activities.

The next largest concern is the changes required to MOCAS data elements as a result of the formation of Program and Technical Support. Items such as the weapon system identifier, contracts assigned to Program and Technical Support, surveillance requirements, etc., will have to be incorporated into MOCAS to make the system a viable tool.

State-of-the-art equipment needs to be procured in an expeditious manner to prevent MOCAS from becoming even more technically obsolete. MOCAS data cannot be manipulated to provide real time management data; therefore, it severely limits its utility as a management tool.

IRM INITIATIVES

The PROSUP III system will provide a Contract Management Paperless Support System (COMPASS) type system to download contract and major program data to be manipulated by Program and Technical Support personnel at all levels of DCMC. This system will be used by Program Integrators and Program Support Team members to adequately administer and report on major programs. This system will be focused at the Contract Administration Office (CAO) for use.

The Executive Management Information System (EMIS) is envisioned as a means to standardize reporting within Program and Technical Support in an electronic media. EMIS will comprise a subsystem to standardize recurring actions and a subsystem to allow Program and Technical Support to evaluate overall contractor performance and CAO performance. The first subsystem (formerly referred to as PROPAS) will incorporate areas such as preaward surveys, physical progress reviews, technical analysis of cost proposals, manufacturing system reviews, and contract status reporting. The second subsystem (formerly referred to as (PROMIS) will provide a means to evaluate overall contractor performance, assess CAO performance and determine/allocate resources. The system will provide on-line access at CAOs, districts and DCMC Headquarters.

Until existing MOCAS system change requests are made, it will be virtually impossible to implement many of the initiatives cited above.

IRM MODERNIZATION BUDGET - SEP 91 ($000)

FY92	FY93	FY94	FY95	FY96	FY97	FY98
0	0	3,000*	3,000*	3,000*	3,000*	3,000*

* - Planning figure to be addressed and refined in future editions of this plan and in future budget submissions.

OFFICE OF GENERAL COUNSEL

DLA-G

ORGANIZATION AND STRUCTURE

The Defense Logistics Agency (DLA) Office of General Counsel (OGC) is a
component of the Defense Legal Services Agency, which is headed by the General
Counsel, Department of Defense. The assigned mission of the DLA OGC is to
provide legal support and services to DLA. The DLA OGC receives all of its
resources and automation support from DLA. The DLA OGC is comprised of a
Headquarters staff (DLA-G) and field legal office staffs at most primary level
field activities and secondary level field activities. There are approximately
250 attorneys and 80 support staff, located in 59 legal offices, in the DLA
Legal System.

MISSION

The General Counsel provides legal advice and services to the Director and the
Heads of DLA staff elements on matters involving or affecting DLA, exercises
supervisory and professional control over personnel providing legal services
in DLA, provides liaison with other agencies on legal issues relating to DLA,
and manages assigned programs.

SUPPORTING AIS(s)

Major AIS(s):

None

PSE AIS(s):

DLA Office of General Counsel Automated Legal Information System (DLALIS) is
to provide a fully integrated automated legal research and administrative
support system for the DLA Legal System in order to significantly increase the
effective performance of legal support for DLA. The system is to increase
productivity, permit the interface necessary for expeditious reviews, and
alleviate the significant limitations in almost every area critical to
effective law office operations, specifically in document preparation,
communications, and office automation applications. The system provides for
search and retrieval capability and is used for word processing, data base
design and communications. Allows each attorney and legal support staff
personnel the capability to draft, edit, and produce all legal documents and
other related work products. The system allows attorneys, through
communications capability, to internally transmit documents back and forth and
allows for changing, editing and formatting of documents. The system provides
attorneys with access to various on-line legal research services and tools to
thoroughly and quickly research appropriate case law, administrative law,
statutes, and regulations on any given topic or issue.

Command Security Automated Control System (COSACS) is supported by the DLA Office of Command Security (DLA-I) but it provides the DLA Legal System with on-line access to the contract fraud case segment of COSACS. The system is available to DLA attorneys involved in fraud cases at Command Security Offices through the DLA Network (DCN).

IRM ACCOMPLISHMENTS IN FY 91

The DLA OGC, Headquarters, currently has installed a CCI minicomputer system which provides office automation support to three DLA legal offices (DLA-G, DLA Administrative Support Center (DASC-G), Defense Fuel Supply Center (DFSC-G) and the DLA Office for Contracting Integrity (DLA-J) which are all located on Cameron Station. A memory board and a synchronous/asynchronous controller for a hardware upgrade and a software upgrade were acquired in FY 91 for the system.

The DLA OGC Legal Database (DOLD), as part of the DLALIS, is used for storing, searching and retrieving policy and precedent documents. Set up as a reading file for the entire DLA Legal System, two 3B2 minicomputers were acquired in FY 91 to be located in Battle Creek, MI for the continued establishment of a centrally shared policy and precedent retrieval system. This acquisition will allow access to voluminous DLA OGC legal opinions, writings and documents to all personnel in the DLA Legal System in any number of ways and will free up the computers at Defense Reutilization and Marketing Service in Battle Creek.

IRM MANAGEMENT ISSUES

From an organization standpoint, the major problem caused by the variety of hardware and software currently existing in the legal system is in the area of communications. The DLA Legal System has certain information gathering requirements. Communications within a legal office are deficient. The need for a standardized system is essential to fully realize economies. Common procedures, programs, and data bases, fully automated and machine dependent, can likewise achieve increased productivity and improve quality.

Other constraints include funding and budgeting in support of technology for legal productivity.

IRM INITIATIVES

The DLA Legal System has a requirement for every staff member to have dedicated access to a standardized system meeting the office automation, data processing, and communications needs. These needs are not being met by the current environment of hardware and software. The current environment is simply not conducive to efficient mission performance. With the variety of hardware and software, the sharing of work products among attorneys is difficult, and it is often necessary for an attorney to learn new hardware and software whenever he/she changes legal offices. Offices lack available local area networks and reliable communications capabilities. Aside from meeting the specific needs of the DLA Legal System, the standardized system must be compatible with and be easily integrated into existing DLA systems, both data

75

processing and office automation. Starting in FY 92, DLA OGC plans to further define and develop functional requirements for acquiring a standardized system.

The currently installed shared, multi-user CCI minicomputer system dedicated to law office automation and management for the three legal offices and DLA-J at Cameron Station is at capacity. The technology is old and is hard and expensive to maintain. Response is slower and numerous crashes are constantly experienced. The current software is two releases behind the latest version. The system needs to be upgraded or replaced with new hardware and software technologies to satisfy current and future needs of the office. Due to system degradation and associated problems, there exists a need to upgrade, move to the next generation or migrate to a totally different environment in order to meet the needs of the DLA Legal System and to be compatible with existing DLA systems. This migration must remain a shared, multi-user operating system. The system must have scanning capability to support litigation efforts. There must be networking capability through local area networks and reliable communications.

The DLA OGC plans to continue to maintain the existing equipment but will begin plans to acquire new technologies through a phased-in approach starting in FY 92 through FY 96.

IRM MODERNIZATION BUDGET - SEP 91 ($000)

FY92	FY93	FY94	FY95	FY96	FY97	FY98
459*	0	0	0	0	0	0

* - This is a planning figure that is currently not in the FY 92 IRM Modernization Budget. The requirement will be addressed in the next IRM Budget submission.

OFFICE OF COMMAND SECURITY

DLA-I

ORGANIZATION AND STRUCTURE

The Office of Command Security (DLA-I) employs 50 individuals and is comprised of five divisions: Automated Data Processing (ADP) and Communications Security; Criminal Investigation; Intelligence, Information and Personnel Security; Physical Security and Law Enforcement; and Referral Review. The majority of DLA-I employees report to Cameron Station; however, there are DLA-I employees located at several field activities to support the Commander.

MISSION

DLA-I administers the Defense Logistics Agency (DLA) worldwide programs of law enforcement, criminal investigations, non-criminal complaints, physical security, crime/loss prevention, intelligence, foreign liaison, personnel and information security, Communication Security, TEMPEST, and ADP security. In this capacity, this office provides policy and oversight of primary and secondary field level security functions.

SUPPORTING AIS(s)

Major AIS(s):

None

PSE AIS(s):

Command Security Automated Control System (COSACS) is a teleprocessing management information system which comprises two major subsystems: Criminal Records and Personnel Security. These subsystems are available to DLA Command Security Offices worldwide and to support the Office of General Counsel.

Profile Risk Analysis System serves as a risk management tool determining levels of risk and calculates annual loss expectancy. The results of this automated tool support the accreditation of the DLA Data Processing Installations (DPIs). This system is available to the ADP and Communications Security Division.

IRM ACCOMPLISHMENTS IN FY 91

DLAR 5200.17, Security Requirements for Automated Information/Telecommunications Systems, was published. This document satisfies the initiative concerning the merging of Public Law (PL) 100-235 requirements into existing requirements for AIS accreditation. This initiative was described in the Information Resources Management Plan FY 91-97.

The Computer Security Act of 1987 (PL 100-235) requirements have been included into the DLAR 5200.17 and DLA-I is developing automated security awareness training tools for its users. A formal classroom training vehicle is in place for enhancing the skills of DLA Information System Security Officers (ISSOs). The first training class will be offered in calendar year 1992.

Accreditation documentation has been prepared for all major AISs. Two systems have received accreditation and one is pending accreditation by the Designated Approval Authority. Remaining major AISs are running under an interim Authority to Operate pending correction of deficiencies identified during the accreditation process. Formal security accreditation in FY 92 is planned for these remaining systems.

McAfee Virus Detection Software has been purchased for DLA-wide Information Center (IC) use in the detection and removal of computer viruses. McAfee is referred to as "walk in" software due to its use by the IC in response to a suspected virus trouble call. This software will be used as an interim virus control mechanism until microcomputer-based virus detection software is acquired.

DLA has achieved controlled access protection (C2) functionality for its mainframe environment. The acquisition of International Business Machines' (IBMp Resource Access Control Facility (RACF) has been certified by the National Computer Security Center and has been installed. RACF is operationally effective in providing a functional level of security protection. Efforts over the next few years will focus on increasing the level of C2 functionality through the certification of DLA Qualified Products.

DLA-I is assessing its information sharing needs to determine if a local area network (LAN) would satisfy several identified requirements toward increasing office productivity.

Where acquisition of software services are involved, we have also implemented security reviews during the needs determination and requirements analysis phases of the acquisition process. Formal security guidance and assistance with this process will help to assure a more effective security specification. A final review is completed during the acquisition coordination process to ensure that security requirements in the final specification are appropriate for proposed acquisition. DLA-I participates in the acquisition review team process on an as-needed basis.

MANAGEMENT ISSUES AND TRENDS

None

IRM INITIATIVES

Complete the DLA ADP Security Plan. This document directs policy implementation described in DLAR 5200.17 (FY 92).

Acredit AISs currently operating under Interim Authority to Operate. Accreditation of these systems should be complete by December 92.

Implement policy to correct the use of unauthorized software on DLA-purchased personal computers (FY 92-93).

Integrate security requirements into AIS initiatives for security development, security reviews for ADP acquisitions, and requirements for the protection of interfaced systems (FY 93).

Vulnerability assessment of field activity 800 number modem use (FY 93).

Develop a secure automated information process to administer user requests for DLA AIS access. The anticipated return on investment will reduce the heavy administrative work load of ISSOs (FY 93).

Assess the feasibility of developing and implementing a single, trusted point of entry to accommodate sign-on requests to locations where several processing environments have been consolidated (FY 93).

Acquire a trusted mechanism of performing user identification and authentication to reduce weaknesses associated with password usage (FY 92-95).

Increase data integrity and confidentiality for sensitive information processed at the microcomputer level (FY 92-93).

Institute a DLA-wide security certification program to certify DLA products performing security functions (FY 92).

Interface the personnel security subsystem in COSACS with the Automated Payroll, Cost and Personnel System (APCAPS) to simultaneously create an entry in COSACS as a new employee is entered into APCAPS. DLA-I would serve as the lead Principal Staff Element (PSE) for this interface (FY 95).

Develop a management information tool to collect information and prepare reports concerning physical security-related information. This tool will capture information concerning the status of security forces and equipment, physical security characteristics of each field activity, type of commodities stored, and special protection programs. DLA-I will serve as the lead PSE for this data base. This system will be called the Physical Security Profile System (PSP) (FY 92-93).

Develop a management information tool to collect information and prepare reports concerning types of crime identified under the Uniform Federal Crime Reporting Act of 1988. DLA-I will serve as the lead PSE for this data base (FY 92-93).

Develop a management information tool to collect information and produce reports to identify and correct problems associated with fraud, waste, and mismanagement in DoD/DLA programs. This tool will support the Defense Hotline and DLA Complaint System. DLA-I will serve as the lead PSE for this data base (FY 92-93).

Study the feasibility of acquiring a LAN to increase information sharing between the DLA-I divisions (FY 92).

DLA plans to analyze the cost/benefits of Single Point of Entry (SPE) as a mid-to-long-range project. Under SPE, all sign-on requests will be channelled through a single trusted Identification and Authentication mechanism. Users will not be required to reauthenticate their identity during a session regardless of how many systems they wish to access at the host facility.

Develop a User Management System (UMS) that will automate the process of registering users to DLA systems and assign them proper access privileges (FY 93-94).

Develop a survey to assess the level of compliance of security awareness training requirements mandated by the Computer Security Act of 1987. Develop strategies to assure compliance with the minimum training awareness requirements (FY 92-94).

Develop management information tools to respond to the special investigative requirements of the DLA investigative staff.

A DLA-I initiative for implementing a standard logon USERID for all DLA users is near completion and complements the individual accountability criteria described in the DoD Trusted Computer System Evaluation Criteria, DoDD 5200.28-STD.

IRM MODERNIZATION BUDGET - SEP 91 ($000)

FY92	FY93	FY94	FY95	FY96	FY97	FY98
287*	463*	317*	207*	15*	40*	0

* - This is a planning figure currently not in the FY 92 IRM Modernization Budget. Requirement will be addressed in the next budget submission.

ORGANIZATION AND STRUCTURE

MISSION

DLA-J acts as the principal staff advisor and Assistant to the Director, Defense Logistics Agency (DLA), and other staff elements on all debarment and suspension of contractors. Functions include:

o Exercise delegated authority to suspend and debar contractors.

o Exercise delegated authority to take action on the basis of violations of the Gratuities Clause.

o Provide liaison with other agencies on debarment and suspension issues relating to DLA.

SUPPORTING AIS(s)

Major AIS(s):

None

PSE AIS(s):

None

IRM ACCOMPLISHMENTS IN FY 91

None

IRM MANAGEMENT ISSUES

None

IRM INITIATIVES

None

IRM MODERNIZATION BUDGET - SEP 91 ($000)

FY92	FY93	FY94	FY95	FY96	FY97	FY98
0	0	0	0	0	0	0

OFFICE OF CIVILIAN PERSONNEL

DLA-K

ORGANIZATION AND STRUCTURE

The Office of Civilian Personnel (DLA-K) is composed of five divisions located at Cameron Station, Alexandria, VA, and one management support activity, the Defense Logistics Agency (DLA) Civilian Personnel Service Support Center (DCPSO) located in Columbus, OH.

MISSION

DLA-K acts as the principal staff advisor to the Director, DLA and other Headquarters (HQ) DLA staff elements on all DLA matters with respect to: civilian career management, position classification, pay administration, equal employment opportunity, labor relations, and incentive awards.

SUPPORTING AIS(s)

Major AIS(s):

None

PSE AIS(s):

DLA Automated Civilian Personnel Data Bank (ACPDB) is operated for a number of DLA and non-DLA organizations: DLA, Defense Information Systems Agency (DISA), Defense Finance and Accounting Service (DFAS), Executive Office of the President (EOP), Defense Contract Audit Agency (DCAA), and PACERSHARE.

Each ACPDB system consolidates personnel data from the Automated Payroll, Cost and Personnel System (APCAPS) update cycles run at the (1), (2), (3), (4), (5) activities respectively listed above. These systems report to the Office of Personnel Management (OPM) and the Defense Manpower Data Center (DMDC) with reports on dynamics transactions, status data, and organizational structure. The systems provide HQ Principal Staff Elements (PSEs) with management reports for strength reporting and statistical-indicator reporting. The on-line systems provide a menu-driven process for reports and for inquiry of frequently needed data. The systems also allow for on-line ad hoc reports, as required. The PACERSHARE ACPDB demonstration project for McClellan Air Force provides for strength reporting and statistical reporting. The system provides a monthly inquiry of the work force. Only ad hoc queries are allowed for this system.

Acquisition Training Automated Civilian Personnel Data Bank (Acquisition Training ACPDB) is designed to meet the requirements of specialized employee training completed in the acquisition work force. Reporting requirements to the DMDC of completions is mandated to be accomplished semiannually.

82

IRM ACCOMPLISHMENTS IN FY 91

APCAPS Accomplishments:

The single-user version of the APCAPS Training and the Labor Management and Employee Relations (LMER) applications were deployed at three sites. Further deployment of the LMER application will continue in FY 92. The successful integration of the new APCAPS customers: DFAS, EOP, and DCAA have enhanced the visibility of the APCAPS system as a successfully operating integrated personnel and payroll system.

The following changes were made for EOP which enhance the overall APCAPS personnel system:

o Addition of a large number of types of employees for servicing; such as, contractors, per diem, scientific, administratively determined, executive, and the President.

o Capability to track and keep basic personnel records for personnel working within an Agency that are assigned to another Agency.

o Full intermittent employee information system which provides management with a lot of visibility over the use of intermittent.

o Personnel Servicing capabilities and payrolling of the President.

o Full locator service for all personnel serviced. Anyone having access to the system can locate personnel within their activity, telephone number, building location, etc. via an on-line inquiry.

o Ability for security personnel to add parking permit and security badge information into the system for all employees.

In support of DFAS the conversion routines were completed to transfer personnel from the Military Departments to APCAPS and accomplish major realignments within APCAPS serviced organizations. Also, the movement of a number of Depots in the newly established Depot Regions was extremely successful.

A full on-line reports viewing capability was implemented during FY 91. Now virtually no reports are required to be printed in the personnel office, with the exception of required forms, such as the Standard Form 50 (Notification of Personnel Action). Report program generators and special report requests with overnight delivery have been eliminated for 99 percent of all of the civilian personnel officer's needs.

The first phase of the Managers' Workstation was implemented. It is now available to every manager who is on APCAPS to review all of his/her employees' personnel records on-line. Managers have been provided over 30 management inquiries with data concerning all employees under their control for all organizations. Also, general information used in the preparation of all personnel documents is now provided.

IRM MANAGEMENT ISSUES

The continuing realignments occurring in the Department of Defense, (i.e., depot consolidation, public work centers, etc.), strains the automated data processing (ADP) resources required to sustain the pace of the transfers. The ADP hardware requirements mandated to support deployment of some subsystems and the choice of deliverances to meet the customer needs are a continuing battle. Faced with these constraints, the customers' needs are met with the constant knowledge that some difficult choices must be made. These decisions are required in order to provide products that meet all the customers' needs in this time of budget downsizing.

IRM INITIATIVES

None

IRM MODERNIZATION BUDGET - SEP 91 ($000)

FY92	FY93	FY94	FY95	FY96	FY97	FY98
1,750	1,227	375	300	200	0	0

ORGANIZATION AND STRUCTURE

The Office of Policy and Plans (DLA-L) consists of approximately 103 personnel, comprising seven divisions, a command support office, and a secretariat located at Cameron Station, Alexandria, VA. The Defense Logistics Agency (DLA) Operations Research and Economic Analysis Management Support Office (DORO) includes an additional 43 individuals located at the Defense General Supply Center (DGSC), Richmond, VA.

MISSION

Principal staff advisor and assistant to the Director, DLA and other staff elements on the initiation, development, integration, coordination, and monitorship of DLA policy, plans, programs, and projects. Responsible for:

o Oversight and monitorship of designated Department of Defense programs

o Mission and organization control for Headquarters (HQ) DLA and field activities

o Command and control planning for contingencies

o DLA studies and projects as directed

o Development, coordination and monitorship of DLA strategic planning

o Acquisition and allocation of military manpower authorizations

o Position management for HQ DLA and field activities

o Coordination of DLA logistics research and development programs

o Administration of DLA Defense Regional Interservice Support Program

o Command level support to the Director, DLA

o Internal Management Control

SUPPORTING AIS(s)

Major AIS(s):

None

<u>PSE AIS(s):</u>

DLA Operations Research and Economic Analysis Network (DORAN) is an automated network dedicated for performing operations research analysis and economic analysis to support the analytic needs of the Agency.

IRM ACCOMPLISHMENTS IN FY 91

During FY 91 the DORAN continued to be the primary automated medium that operations research and economic analysts used to perform a variety of analyses for the Agency. The majority of these analyses were in direct support to Defense Management Report Decision (DMRD) management issues.

Developed a standard program to track items when the project code is not available. HQ DLA did not have a near-real-time data collecting and reporting system which was responsive during Desert Shield/Storm. There was difficulty in collecting data or tracking items when the project code was not available. The Primary Level Field Activities (PLFAs) were also uncertain about what to report in Situation Reports. The HQ's requirement for data changed during the operation and data requests were not always coordinated between Principal Staff Elements (PSEs) resulting in duplicate requests. PLFAs reported data at HQ DLA's request and developed separate PLFA programs to collect the data. The operation was over before the new program was fully integrated.

IRM MANAGEMENT ISSUES

The major issue requiring resolution in the planning period is the development and acquisition of a dedicated high speed processing capability for operations research and economic analysis analyses. The continuing demands for production type processing at DGSC have eroded the responsiveness of DORAN.

IRM INITIATIVES

DORO has an initiative to identify the most efficient and economical way to meet data and analyze hardware processing requirements until the year 2000. A hardware committee has been formed to accomplish this task.

IRM MODERNIZATION BUDGET - SEP 91 ($000)

FY92	FY93	FY94	FY95	FY96	FY97	FY98
123*	481*	325*	873*	100*	100*	100*

* - Planning figure currently not in the FY 92 IRM Modernization Budget. The requirement will be addressed in the next budget submission.

OFFICE OF MILITARY PERSONNEL

DLA-M

ORGANIZATION AND STRUCTURE

The Office of Military Personnel (DLA-M) has two divisions, Military Manpower/ Military Reserve Affairs and Military Personnel. Current staffing is 37 with 7 military.

MISSION

DLA-M acts as the principal staff advisor and assistant to the Director, Defense Logistics Agency (DLA) and other Headquarters DLA staff elements on all matters with respect to:

o Military personnel administration and staffing for both active and reserve members, the military suggestion program, attendance at special service school courses, and military honors and ceremonies.

o Administration of Non-Appropriated Funded (NAF) activities and personnel management program for NAF employees.

o Administration of the policy and control on military manpower management.

SUPPORTING AIS(s)

Major AIS(s):

None

PSE AIS(s):

Military On-Line Personnel System (MOPS) is the controlling document for all assigned active duty military personnel.

Military Position Description Report (MPDR) reflects all authorized military positions in DLA.

Individual Mobilization Augmentee System is the controlling document for all assigned reserve military personnel.

IRM ACCOMPLISHMENTS IN FY 91

None

IRM MANAGEMENT ISSUES

None

IRM INITIATIVES

Establish a Local Area Network (LAN) to provide access to DLA-M's systems data for the Primary Field Level Activities (PLFAs) and all Military Services Active Duty and Reserves. Also, obtain access to all Military Personnel Systems. These initiatives will give the PLFAs the information needed to support their Military Personnel Mission. Establishment of a LAN will reduce paper consumption by 20 percent.

IRM MODERNIZATION BUDGET - SEP 91 ($000)

FY92	FY93	FY94	FY95	FY96	FY97	FY98
5*	0	0	0	0	0	0

* - Currently not in the FY 92 IRM Modernization Budget. The requirement will be addressed in the next budget submission.

DIRECTORATE OF SUPPLY OPERATIONS

DLA-O

ORGANIZATION AND STRUCTURE

The Directorate of Supply Operations (DLA-O) is a Principal Staff Element (PSE) of Headquarters (HQ) Defense Logistics Agency (DLA) and is located at Cameron Station in Alexandria, VA. It is comprised of 22 military and 157 civilians (on-board).

MISSION

DLA-O is the principal staff advisor and assistant to the Director, DLA, in the development, administration and application of DLA materiel and depot management objectives, plans, policies, programs, procedures and systems as relates to:

   o Requirements, provisioning, inventory management, distribution materiel programs, item management coding and classification, storage, maintenance engineering and manufacturing, transportation and traffic management, and the Department of Defense (DoD) Industrial Plant Equipment (IPE).

   o Staff supervision and direction to all DLA field operating activities within the scope of the above-assigned responsibilities. Maintains and operates the Emergency Supply Operations Center (ESOC) as the focal point within DLA for extraordinary operational supply matters.

SUPPORTING AIS(s)

Major AIS(s):

Standard Automated Materiel Management System (SAMMS) is the automated information system (AIS) the DLA Defense Supply Centers (DSCs) use to manage wholesale inventories of all assigned commodities other than fuels and subsistence. SAMMS automates significant portions of the supply centers requirements, distribution, stock fund financial management, technical and logistics services and contracting operations. In FY 91 the five centers used SAMMS to manage 3 million standard stock items with an inventory value of $9.5 billion. Twenty million requisitions were processed through SAMMS resulting in stock funds sales of $6.6 billion. One million contract actions were taken at a cost of $4.8 billion. These operations are supported in SAMMS by over 4.0 million lines of computer program code.

Subsystems

   Requirements - The Requirements subsystem monitors the activity of all managed items to determine whether they should be classified as stocked or nonstocked and forecasts demands so that the inventories may be

replenished in a timely, cost efficient manner. It also provides for specialized management for the War Reserve Program and the Weapon Systems Support Program.

Distribution - The Distribution subsystem provides for the processing of customer requisitions and performs the supply center/depot interface through the generation of materiel release orders (MROs) and the processing of depot feedback transactions. In most instances requisitions are input directly to SAMMS (via Automated Digital Network (AUTODIN)) and MROs are issued to the appropriate storage depot automatically. In addition, the distribution subsystem also provides automated capabilities for control and tracking of customer and depot discrepancy reports.

Operating Sites

Columbus, OH	Defense Construction Supply Center (DCSC)
Dayton, OH	Defense Electronics Supply Center (DESC)
Richmond, VA	Defense General Supply Center (DGSC)
Philadelphia, PA	Defense Industrial Supply Center (DISC)
Philadelphia, PA	Defense Personnel Support Center (DPSC)

Other PSE Functional Sponsors: DLA-P, DLA-C, DLA-S

Strategic Business Area: Materiel Management

Defense Integrated Subsistence Management System (DISMS) supports the DLA mission of worldwide management of wholesale subsistence stocks. Worldwide wholesale food management involves over 1,500 major activities involved with military troop feeding, Continental United States and overseas commissary resale, and other Federal and civil agencies. The DLA subsistence mission includes responsibility for providing perishable and semi-perishable foodstuffs for military troop feeding and commissary resale. These foodstuffs include combat rations (B-rations, Meals-Ready-To-Eat (MREs) and tray pack) as well as war reserve stocks which DPSC manages for the Military Services. Perishable subsistence includes troop issue chill and freeze items and fresh fruit and vegetables. Semi-perishable commissary resale items and brand-name resale products are procured and stocked for commissaries worldwide. DISMS collects, maintains and disseminates logistics data for the identification of requirements, forecasting, procurement, storage, distribution, transportation and financial control of the wholesale subsistence mission.

The development of DISMS will provide DLA with an integrated logistics and financial subsistence management system. Previously manual functions will be automated. The implementation will result in more accurate inventory and DISMS will provide improved forecasting techniques thereby reducing stockage levels. Continuing DISMS development will bring the subsistence accounting systems into compliance with the General Accounting Office standards as directed by the Federal Managers' Financial Integrity Act.

DISMS increments I through IV have been completed and are currently operational at DPSC. The remaining increments V through IX are currently under development.

<u>Operating Sites</u>: Philadelphia, PA (DPSC)

<u>Other PSE Functional Sponsors</u>: DLA-P, DLA-C, DLA-S

<u>Strategic Business Area</u>: Materiel Management

Distribution Standard System (DSS) is a direct implementation of the decision to consolidate the distribution center functions performed within DoD. DSS is a migrating logistics standard information system (LSIS). DSS will migrate to become the standard system supporting distribution center operations for DoD. The system is required to control, manipulate and provide the functional business processes and Mechanized Materiel Handling System (MMHS) and all data and information for the receipt, storage, issue, and management functions within DoD.

<u>Strategic Business Area</u>: Distribution Services

Defense Industrial Plant Equipment Center Modernized Information System (DIPEC) is comprised of several generally stand-alone modules operating in different hardware and software environments. The various modules have evolved over the years without the use of design or data standards. This flaw resulted in data redundancies, inconsistencies, inaccessibility of data, difficulty in maintenance and modification, and other voids in functionality. The modernized AIS will be capable of supporting existing and future functional requirements without major modification.

<u>Subsystem</u>

Maintenance and Storage Control of Industrial Plant Equipment (MASCIPE). MASCIPE provides visibility of current storage, maintenance, and production control status information.

<u>Operating Sites</u>

The host is DIPEC Memphis, TN; the DLA users are DIPEC-H (Stockton, CA), DIPEC-M (Mechanicsburg, PA), and other interfacing DLA activities as appropriate. The non-DLA users are the Military Services and certain non-DoD Federal agencies.

<u>Other PSE Functional Sponsors</u>: DLA-C, DLA-L, DLA-P, DLA-S, DLA-Q, DLA-Z

<u>Strategic Business Area</u>: Materiel Management

<u>PSE AIS(s):</u>

None

IRM ACCOMPLISHMENTS IN FY 91

Contract Termination Model project provides a method for making effective decisions regarding contract termination for excess on-order material. The design will ultimately be incorporated in the Automated Inventory Manager Support project (AIMS) and DLA Preaward Contracting System (DPACS) applications. The project is a PC-based computer model which was deployed to all supply centers in FY 91 and included a review of SAMMS interfaces which reduced the sizable data entry required for each termination cost analysis and thereby enhanced the usefulness and effectiveness of the model.

The completed development and implementation of Increment IV of DISMS was a significant FY 91 accomplishment which supports contracting and financial functions.

The DSS Concept Plan submitted 28 June 1991 to the Office of the Secretary of Defense (OSD), provides a high-level summary of the strategy for implementing the DSS, identifies management actions to be performed and outlines a preliminary schedule for management actions. This plan also outlines the modern system development technology, including Information Engineering (IE) and Computer Assisted System Engineering (CASE) Tools and the development of a business case, which will be used.

The DSS Functional Economic Benefits submitted to OSD 15 August 1991, provides an evaluation and documentation of how DoD supply depot operations should be performed from a business perspective.

A preliminary candidate system decision was submitted to OSD September 1991. This document included the Functional Review Teams developed Business Process Model for Distribution. The team performed site evaluations of the four candidate systems which were ranked by functionality.

The Technical Management Plan was submitted to OSD, 25 September 1991. This plan provides the technical management strategy to meet DoD objectives and goals while maintaining operational continuity and mission effectiveness for distribution centers. It provides the actions necessary to achieve implementation of DSS and integration into LSIS.

The functional, technical and operational evaluation of candidate automated data processing (ADP) systems for the establishment of the DSS was completed.

All DIPEC mainframe data was previously maintained by DSAC-J (Memphis, TN). The information is now programmed using dBase IV and hosted on the DIPEC LAN. DIPEC users now input, edit, and query DIPEC information through the LAN.

SAMMS (by Project):

    AIMS - Completed deployment of the AIMS project to the DLA DSCs. AIMS is providing greater visibility of stock replenishment Recommended Buys/Repairs which reduces Administrative Lead Time (ALT) and effectiveness.

    DRAMA - Continued development of the SAMMS Data Review, Analysis and Monitoring Aid (DRAMA). DRAMA is a DLA effort to functionally improve upon

existing processes for item introduction (cataloging and provisioning) and requirements which uses Expert System (ES) technology and conforms to Computer-aided Acquisition and Logistic Support (CALS) standards in allowing the integration and interchange of technical data. DRAMA will provide the DSCs with access to contractor-maintained MIL-STD 1388-2B Logistic Support Analysis Record (LSAR) data for specific weapons systems. DRAMA will review weapon systems design data with supply support requests from the Services, and provide information about the status of supply and procurement activities within DLA. In monitoring the information in the LSAR data bases for weapon systems and major end items, DRAMA will allow DLA to verify all important procurement decisions based on the latest LSAR information available from the contractor and/or the Services.

CIT - Consumable Item Transfer (CIT) has been mandated by the Defense Management Report Decision (DMRD 926), Consolidation Of Inventory Control Points, and directs that approximately 937,000 items currently managed by the Services be transferred to DLA for management. The Services will be transferring these items over the next three years beginning FY 91 and ending FY 94. CIT supports the transfer of items to four of DLA's DSCs. The expeditious transfer of these items relies heavily on SAMMS. The CIT data base Management Information System (MIS) was implemented in FY 91 and is currently on-line and used for tracking information at the item level as well as in aggregate. This data base will receive additional development to enhance end-user capabilities as well as expanding the availability of the system to more users. Current DSC hardware, software and telecommunications will be enhanced in order to expedite CIT.

ESEX - Emergency Supply Expert System (ESEX) was exported to DISC in FY 91. The ESEX will provide an automated voice response for the DSCs ESOCs. The mission requirement to respond to telephone transactions and inquiries is mandated by Military Standard Requisitioning and Issue Procedures (MILSTRIP) policy. ESEX has been designed to accept and process requisitions, requisition modifier transactions, stock availability inquiries and requisition status inquiries submitted by customers using a touch-tone telephone. ESEX will provide the ESOCs with capability to respond to the current and projected increase in volume of customer telephone calls received.

IRM MANAGEMENT ISSUES

The Corporate Information Management (CIM) effort may significantly lengthen the approval and resourcing process for DLA Information Resources Management (IRM)/ADP initiatives. Further, overall continued work load increase (i.e. CIT) under current resource constraints forces DLA to rely more heavily on automation. Scarce IRM/ADP dollars to support further automation acquisition and development will impact DLA's ability to meet mission assignment with optimum performance effectiveness.

The continued development of new technology, (i.e. optical disk storage, Artificial Intelligence, CASE tools, etc.) will provide opportunities for DLA to increase functional support capabilities. It is imperative that the Agency continue to explore the possibilities of and evaluate applications of emerging technological trends and improvements.

The Distribution Office developed a sound decision process to successfully coordinate and implement the various DMRDs and other DoD direction for a corporate business approach to making quality decisions for selecting the DSS as part of the LSIS. However, a thorough operational evaluation could not be accomplished within the time frame the Detailed Technical Management Plan was submitted to OSD (September 1991). This requires a continued operational evaluation of the candidate systems with updates to the Technical Plan required.

The Functional System interfaces are another issue. The complexity of multiple interfaces within materiel management, depot maintenance, and distribution will significantly impact migrating to the CIM. Interfaces for both current and migrating systems should be identified and developed across the materiel management environment.

The Distribution Office is required to develop multiple documents in support of the final recommended solution. The documentation prepared may be useful in preparing the Major Automated Information Systems Review Council (MAISRC) documentation; however, may require complete revision at the completion of selection. DSS MAISRC review and decision may be deferred until after final selection.

The current contract restrictions, due to scope of contracts, delegation of procurement authority, and potential vendor protest cause significant acquisition lead time and untimely loss of project savings. DoD procedures should allow use of existing services and agency contract vehicles by all of the materiel management community.

DMRD 995, which resulted in DLA being designated as the single DoD Integrated Materiel Manager for IPE for Federal Supply Group 34, may impact the DIPEC mission. Specifically, the current modernization plan may require changes.

IRM INITIATIVES

SAMMS:

AIMS - The DLA AIMS initiative was selected as a Logistics Standard Interim System (LSIS) under CIM. DLA is currently working with Naval Aviation Supply Office (ASO) to provide an AIMS (recommended buy process) system. It is envisioned that AIMS deployment to all the Services will be required, and that DLA will provide training and appropriate development to support the Services' requirements.

DRAMA - DLA will continue to develop and deploy completed system to all the DSCs.

ESEX - DLA will continue to deploy ESEX capability to the DSCs.

SSPE - Supply Support Planning and Execution. SSPE objective is to identify and be prepared to execute specific strategies to obtain sufficient essential materiel to meet readiness and substantiality requirements for the full spectrum of operating scenarios. SSPE "Future Project Description" separates the initiative into three distinct areas:

o SSPE-A: Forecasting and Evaluation - Develop a model that will be
   constructed utilizing data related to customer demands and returns
   which will serve to correlate existing AIS files that interface for
   forecasting. The completion of SSPE-A will provide item managers
   with the ability to: optimize decision making, improve requirements
   definition, project more accurate forecast of supply quantity needed,
   avoid unnecessary procurements, decrease inventory investment,
   achieve high weapons system availability and produce fewer
   backorders.

o SSPE-B: Develop a catalog and model of available and recommended
   support methods, along with their limitations, risks and cost, which
   indicates which method is best applied to which items. The
   completion of SSPE-B will build upon the function foundation achieved
   through the forecasting and evaluation process and the determination
   of a standardized approach to provide optimum support for a given
   item or group of items.

o SSPE-C: Automate the supply stockage levels determination and
   decision support capability. SSPE-C will perform planning and
   execution functions of supply management by automating the decision
   process associated with the determination of supply stock levels and
   resource requirements.

The Emergency Support Program (ESP) will provide the functionally driven
capability to support the DoD Service demands in a mobilization or
emergency situation. It will:

o Establish a capability to conduct a dynamic analysis of given systems.

o Provide the ability for analysis, planning and execution of Industrial
  Preparedness Planning to mobilization plans and scenarios

o Provide for transition from peacetime to emergency operations through
  a rapid surge capability

The SAMMS Management Information System (MIS) is to allow DLA users
real-time access to information needed to appropriately manage items within
the DLA inventory. The creation of the SAMMS MIS will occur in four
phases. Phase 1 will include the information needs of the Distribution and
Requirements Subsystems of SAMMS. Phase 2 will interface with the data
base being developed in the Integrated Technical Applications Program
(ITAP). Phase 3 will address the information needs of the Contracting
Subsystem of SAMMS. Phase 4 will integrate the information needs of the
Financial Subsystem of SAMMS. The information will be stored in common
data bases that will allow for inter-communication. In addition, the MIS
will incorporate decision support system capabilities that will allow the
DLA users to quickly manipulate information requirements based on shifting
priorities, work load and weapons systems requirements. The results of
implementing the SAMMS MIS will be increased ease in obtaining required
information, improved quality of information, reduced duplication of data
and reduced effort in maintaining the information.

DISMS:

Complete systems development for the remaining Increments (V through IX) of DISMS.

o   Increment V (Distribution) includes requisition processing, issue processing and inventory accounting.

o   Increment VI (Financial) includes general ledger and stock fund accounting as well as standard billing functions.

o   Increment VII (Requirements and Financial) includes demand accumulation, forecasting, supply management support and stock fund budget applications.

o   Increment VIII supports transportation and warehousing functions and European operations.

o   Increment IX supports cataloging functions and Pacific operations.

DSS:

The Distribution Office has undertaken the following initiatives which contribute to establishing DSS:

o   Functional decomposition of existing distribution center business practices.   (Ongoing)

o   Implementation of DDS in support of the Bay Area Consolidation Prototype Depot System

o   Business Case for initial implementation for the performance of increments of work during FY 92 and FY 93. This allows DoD to evaluate the benefits while proceeding towards depot consolidation supported by one standard information system at all DoD distribution centers. Near term initiatives will provide a solid platform from a functional, technical, operational, and business perspective that accommodates implementation of changes in the most efficient and effective way. The three increments are as follows:

Increment 1:   Functional Enhancements/Modifications to the DDS

This increment details the requirements that must be added to each of the candidate systems to support the user community. Each system alternative will require some level of modification to incorporate any functionality which the review team determined was missing or inadequate to support the mission.

Increment 2:   Data Center Consolidation in the Western and Eastern Regions

Consolidation of the data processing centers for the Western and Eastern Region distribution centers is scheduled for FY 92 and FY 93. This increment approximates the Information Processing Center

96

(IPC) initiative DoD is executing under DMRD 924. Since consolidated data centers for distribution may involve suites of hardware below the mainframe level and in combination with mainframe processors the distribution office will coordinate with the IPC program office during this initiative to avoid duplication of effort or resources.

Increment 3:   Implementation of DSS at a Major DoD Distribution Center Complex

DSS will be implemented at one large distribution center complex in this increment. DSS will then be implemented at one of the new distribution center complexes geographically located close to an IPC. With the installation of DSS at a large complex first the operational efficiency will be tested in an environment with high demand and work load requirements.

These increments result in smaller chunks of work which are achievable and realistic near-term goals. The analysis will be a definitive evaluation of the cost requirements for the remainder of FY 92 and FY 93 plus will provide DoD with an evaluation of the benefits associated with the near-term initiatives to base the decision to allow continued progress towards establishing a DSS.

The modernization effort for DIPEC is being developed through an incremental process. All modules are due for completion by July 1993.

IRM MODERNIZATION BUDGET - SEP 91 ($000)

FY92	FY93	FY94	FY95	FY96	FY97	FY98
34,757	29,386	25,872	22,332	29,323	24,002	10,310*

* - Planning figure to be addressed and refined in future editions of this plan and future budget submissions.

DIRECTORATE OF CONTRACTING

DLA-P

ORGANIZATION AND STRUCTURE

The Directorate of Contracting (DLA-P) is a Principal Staff Element (PSE) of Headquarters (HQ) Defense Logistics Agency (DLA) located at Cameron Station, Alexandria, VA. It is comprised of approximately 75 civilian and 9 military personnel organized under the Contracts Division, Production Division, Contract Review Office, and Contracting Systems Office.

MISSION

DLA-P acts as principal advisor and assistant in the development and application of DLA contracting policy, plans, programs, and systems as related to contracting for supplies and services, production management, industrial preparedness planning, Federal Acquisition Regulation (FAR), DoD Federal Acquisition Regulation Supplement (DFARS), and contract reporting.

SUPPORTING AIS(s)

Major AIS(s):

None

PSE AIS(s):

Automated Processing of Debarred Data provides on-line access to General Services Administration (GSA) maintained data identifying parties excluded from Federal procurement. It provides automated processing of data identifying the parties who have been debarred, suspended, proposed for debarment, or are ineligible for Government procurement programs. This information is passed to the Defense Logistics Services Center (DLSC) to flag Contractor and Government Entity (CAGE) codes.

Electronic Defense Contract Action Reporting System (DCARS) Processing will provide electronic submission of DD Form 350, Individual Contracting Action Report (for buys over $25K). It will eliminate a large part of the on-line data input presently being performed.

DD 350 Inquiry System allows inquiry of DD Form 350 information which is stored in DCARS.

DLA Contract Action Reporting System (DCARS) includes input and editing of DD Form 350 and 1057 contracting data (the latter is for purchases under $25K) and submission of data to the Washington Headquarters Service.

IRM ACCOMPLISHMENTS IN FY 91

DLA-P continued deployment of the DLA Preaward Contracting System (DPACS), part of the Standard Automated Materiel Management System (SAMMS) Procurement Subsystem. DPACS streamlines tasks, minimizes paper usage, provides on-line help and electronic referrals, and provides other enhancements to the Contracting process. It is deployed fully at the Defense Industrial Supply Center (DISC) and partially at the Defense Construction Supply Center (DCSC) and the Defense Electronics Supply Center (DESC). Deployment at other SAMMS centers will occur in FY 92.

The SAMMS Procurement by Electronic Data Exchange (SPEDE) system was considerably enhanced to provide a better user interface. At the Defense Personnel Support Center (DPSC) Medical, SPEDE was improved to include awards on Federal Supply Schedule contracts. We are working with Lawrence Livermore National Laboratories to develop Intelligent Gateway Processing access to commercial Value Added Networks (VANs). This will allow significant expansion of our use of Electronic Data Interchange (EDI).

The Postaward Modernization project is underway with the completion of requirements and development of a detailed data model that will be completed in FY 92. This project was briefed to the former Navy Executive Agent for Acquisition Materiel Management and the Procurement Corporate Information Management (CIM) Council and may become the basis for a DoD standard.

Under the Defense Integrated Subsistence Management System, Increment IV (Contracting) was deployed through DPSC Subsistence contracting division after an extensive environmental test. A number of problems, including slow response times, were identified where system specifications were not met. These have either been corrected or are scheduled to be corrected within the next six months. Other revisions that were not part of the system specifications will be handled via system change requests.

Under the Base Operations Support System (BOSS) a major revision to the Support Service (Service and Rental) process was initiated which involves complete reprogramming from purchase request through award and postaward.

Relative to DLA-P AISs, electronic DCARS processing began successful submission of DD Forms 350 from DPSC Subsistence and is expanding to DPSC Medical, which is presently in the development stage.

IRM MANAGEMENT ISSUES

A major issue is the Corporate Information Management (CIM) effort to increase standardization of automated data processing (ADP) systems. Much time has been spent meeting with the former Navy Executive Agent for Acquisition Materiel Management to identify voids and deltas between the recommended migration system and the other Service and DLA systems with the intent of improving business practices and facilitating standardization. DLA-P will also be required to interact with the newly created Joint Logistics Systems Center (JLSC) as that organization continues to prioritize and facilitate AISs. AIS funding for FY 92 and beyond is closely tied to these initiatives. It appears the CIM and JLSC will require preparation of business cases to

justify future AIS development, modernization and maintenance needs. A major impact on the Central Design Activity (CDA) work load is also anticipated.

EDI increasingly plays a role in contracting AIS initiatives. The Office of the Secretary of Defense (OSD) is pushing hard for Electronic Commerce (EC)/EDI expansion with appropriate cost justification that provides a standard interface to industry and allows the entire range of business transactions. OSD concerns as well as those of the EDI Executive Agent (DLA-Z) must be considered in the future.

The role of new technologies, such as optical disk storage, will be important in the future as we expand our automation efforts. It is important that DLA-Z and, to a degree, the PSEs functional personnel keep informed on technical issues to enhance our ability to design efficient applications.

The CIM will increasingly cause DLA to rely on entities outside DLA to fund ADP initiatives. Good business case preparation (i.e., functional economic analyses) will play a major role, as the Procurement CIM reviews cases and endorses or rejects them.

The ability to tie ADP initiatives to Defense Management Review Decisions (DMRD) will be a key to future approvals and funding. Personnel savings attributed to DMRDs should be coordinated with field activities to assure the personnel cuts identified have their concurrence.

IRM INITIATIVES

Contracting is developing an Executive Information System (EIS) to provide the Executive Director a wide range of current management data in contracting and related areas, such as manpower and organization. It will utilize Commander and One Up software and eventually require electronic access to other HQ DLA and Defense Supply Center (DSC) information data bases. It will focus on contracting data, but also look at some supply, finance, and technical data.

In a related area, the PROBASE System will provide access to a wide range of contractor data providing visibility of contractor production capabilities. This will require access to data from DD Forms 2575 (Industrial Preparedness Planning) which will be completed by Centers, Defense Contract Management Command (DCMC) Offices, and contractors.

DLA-P will fully deploy baseline DLA Pre-Award Contracting System (DPACS) to all five SAMMS Centers. Consideration is also being given to using parts of DPACS for large purchases under BOSS. BOSS does not accommodate the solicitation and award of buys over $25K; however, the system does accommodate buys over $25K relative to generation of purchase requests and tracking through award and postaward.

Phases I and II of the SAMMS Automated Small Purchase System will be consolidated into a new Small Purchase Electronic Competitive System (SPECS). It will be fully competitive and incorporate EDI technology. DLA-P will begin utilizing third party VANs to transmit EDI data, and abandon current practices where we supply software and telephone lines.

The Postaward Modernization project will continue to be developed and begin deployment in FY 92-95. This initiative will allow the same paperless workstations for postaward personnel that has been provided to contract placement personnel in DPACS. It will also automate certain common tasks such as modification and letter preparation and provide the capability to refer action requests to other functional areas. It provides an electronic folder that allows the user to review contract folders on screen rather than using paper documents that are misplaced or lost. During this time postaward business transactions will be converted from a paper-intensive system to EC/EDI.

Under DLA-P's Contracting Decision Analysis Support (CDAS) initiative, we will build on DPACS and SPEDE to utilize supply data to improve forecasting, selection of contractual vehicles, and electronic ordering capabilities.

On-line acquisition regulation support for HQ and field contracting personnel is currently being evaluated. It is expected that a commercially available package will soon be utilized.

IRM MODERNIZATION BUDGET - SEP 91 ($000)

FY92	FY93	FY94	FY95	FY96	FY97	FY98
2,937	1,655	2,966*	1,755	2,638	5,739*	646*

* - Planning figure to be addressed and refined in future editions of this plan and in future budget submissions.

DIRECTORATE OF QUALITY ASSURANCE

DLA-Q/DCMC-Q

ORGANIZATION AND STRUCTURE

The Quality Assurance (QA) organization throughout DLA is spread among the Defense Contract Management Command (DCMC) and the Defense Supply Centers (DSCs). Within DCMC, the QA organization consists of five districts that include 132 field level activities around the continental United States (CONUS) and one District with eight field activities worldwide. Within the DSCs, there are seven centers and five Defense Distribution Regions throughout CONUS as follows:

Supply Centers

Organization	Location	No. of Employees
DCSC	Columbus, OH	70
DESC	Dayton, OH	121
DGSC	Richmond, VA	67
DISC	Philadelphia, PA	94
DPSC	Philadelphia, PA	207
DIPEC	Memphis, TN	37
DFSC	Alexandria, VA	138.5
Total		734.5

DLA Depots

Organization	Location	No. of Employees
DDCO	Columbus, OH	21
DDOU	Ogden, UT	29
DDRC	Memphis, TN	17
DDRE	Mechanicsburg, PA	57
DDRV	Richmond, VA	21
DDRW	Tracy, CA	72
Total		217

DCMC

Organization	Location	No. of Employees	No. of DCMAOs	No. of DPROs
HQ DCMC	Alexandria, VA	143	N/A	N/A
DCMDW	El Segundo, CA	4,751	7	21
DCMDS	Marietta, GA	3,575	8	19
DCMDC	Chicago, IL	3,336	9	12
DCMDN	Boston, MA	4,039	7	19
DCMDM	Philadelphia, PA	4,127	8	16
DCMCI	Wright-Patterson AFB, OH	221	8	0
Total		20,192	47	87

MISSION

In conjunction with DCMC-A and DCMC-E, DCMC-Q provides contract administration services to both DoD and other Federal government customers. DCMC has been assigned as the single focal point for contract administration for DoD. As a result, DCMC-Q acts as the principal advisor and assistant to the Director of DCMC on all quality assurance (QA) matters and exercises staff direction over all Primary Level Field Activity (PLFA) QA organizations within the scope of assigned QA responsibility. DCMC-Q performs functions in support of DoD activities, other Government agencies, and foreign government acquisitions.

DLA-Q develops, evaluates and administers policies, programs, procedures and systems for QA and reliability of DLA-managed supplies and services. Exercises staff supervision over QA functions performed at DLA Supply Centers, Service Centers and Depots.

SUPPORTING AIS(s)

Major AIS(s):

DCMC-Q does not have an automated information system (AIS) dedicated to its mission. The Mechanization of Contract Administration Services (MOCAS) data base is shared with DCMC-A and DCMC-E. DCMC-A has the functional lead for the system. Refer to the DCMC-A section for additional information on the MOCAS data base system.

Subsystems

Product Quality Deficiency Reporting (MOCAS PQDR) automates the data input of key data elements and provides management with a source of information to evaluate and perform profile and trend analysis of contractors.

Quality Assurance Management Information System (MOCAS QA MIS) is designed to provide information to QA managers for evaluation of workload, contractor performance, and application of the QA Program. The host sites are located at each District within DCMC. The end user sites include all locations throughout DCMC.

103

Quality Evaluation and Sensing Technique (QUEST) provides DCMC management a relative measurement of performance (in relation to Quality aspects) of contractors in relation to peers performance.

Customer Depot Complaint System (SAMMS/CDCS) is designed to standardize and automate the processing of customer depot complaints at the DSCs.

PSE AIS(s):

DLA Centralized Product Quality Deficiency Reporting Data Base System (DLA PQDR) combines the DCMC MOCAS PQDR and DSC SAMMS CDCS into one system. The This system is updated once a week and serves as a centralized data base to include all PQDRs within DLA.

Waiver and Deviations (W/D) collects information on all major and critical waivers and deviations performed within DCMC. The data is currently entered on personal computers at each of the five Districts and submitted by E-Mail to HQ DCMC on a quarterly basis.

System Analysis of Lab Tests (SALT) is a central repository for Part Profile Sheets (source document for SALT). Data is collected at the DSCs, Depots, and other testing sites and entered directly into the data base via on-line data entry. The data base is used to analyze the test data to provide command oversight and ensure the laboratory testing program achieves DLA goals to reduce the number of nonconforming spare and repair parts.

In-Plant Quality Assurance Representative (QAR) Automation provides source automation and other automation support to assist QARs in implementing In Plant Quality Evaluation (IQUE) Programs in approximately 19,000 facilities. Computerizes existing forms, records, and logs. The system provides automation suspension system, e-mail, and word processing capabilities as well as providing automation tools and training which QARs need to effectively implement IQUE.

Quality Assurance Technical Development Program (QATDP) identifies certification and training requirements for QA personnel throughout DCMC. This system also identifies training received by individuals within DCMC.

Quality Assurance Resource Model (QUARM) provides managers in any given DCMD an indicator of resources planned against resources expended.

IRM ACCOMPLISHMENTS IN FY 91

The most significant IRM accomplishments are the successful development of the Centralized PQDR Data Base System and the SALT Data Base System.

IRM MANAGEMENT ISSUES

The major issues that will affect IRM planning and initiatives in the DLA organization are most evidently related to the availability of attaining the necessary hardware and software platforms to support our mission. Another major issue affecting IRM planning is related to acquiring programming support for our present and future system/subsystems.

IRM INITIATIVES

The Quality Contractor Alert List (Quality CAL) is currently under development in response to specific requests to evaluate defense contractor's potential responsibility to perform on a specific contract.

IRM MODERNIZATION BUDGET - SEP 91 ($000)

FY92	FY93	FY94	FY95	FY96	FY97	FY98
4,258	2,200	2,580*	2,800*	3,140*	3,160*	3,680*

* - Planning figure to be addressed and refined in future editions of this plan and in future budget submissions.

DIRECTORATE OF TECHNICAL AND LOGISTICS SERVICES

DLA-S

ORGANIZATION AND STRUCTURE

The Directorate of Technical and Logistics Services (DLA-S) provides policy and functional management responsibility for the Technical Operations and Engineering Directorates at the Defense Supply Centers (DSCs) and the worldwide activities of the Defense Reutilization and Marketing Service (DRMS). The DSCs include the Defense Construction Supply Center (DCSC) in Columbus, OH; Defense Electronics Supply Center (DESC) in Dayton, OH; the Defense Fuel Supply Center (DFSC) in Alexandria, VA; the Defense Personnel Supply Center (DISC) in Philadelphia, PA; and the Defense Personnel Support Center (DPSC) in Philadelphia, PA. Personnel equivalents at the DSCs involved in technical or engineering functions total 2,190 paid equivalents and DRMS paid equivalents total around 3,302.

The Defense Reutilization and Marketing Program is carried out through the DRMS headquartered in Battle Creek, MI, with five Defense Reutilization and Marketing Regions (DRMRs) located in Columbus, OH; Memphis, TN; Ogden, UT; Honolulu, HI; and Weisbaden, Germany; and approximately 215 Defense Reutilization and Marketing Offices (DRM) worldwide. DRMS has just over 400 employees in Battle Creek with another 3,400 in the Regions and DRMOs.

MISSION

The Executive Director, Technical and Logistics Services, acts as the principal staff advisor and assistant to the Director, DLA, in the development and application of DLA policy, plans, programs and systems for Technical and Logistics Services functions as related to Cataloging; Technical and Engineering Data; Standardization; Parts Control; Parts Breakout; Acquisition of Commercial Products; Metric Conversion; Item Reduction; Item Entry Control; Value Engineering and Engineering Support; Materiel Reutilization; and Excess, Surplus and Foreign Excess Property Disposal, including Hazardous Material. The Executive Director provides staff supervision over all DLA field operating activities within the scope of the above assigned responsibilities. He/she also provides necessary research and development liaison for DLA.

The Executive Director acts as the principal staff advisor and assistant to the Director, DLA in administering the Federal Catalog System (FCS); the DoD Interchangeability and Standardization (I&S) Program; DoD Specification and Standardization Program; the DoD Personal Property Utilization and Disposal Program; the Defense Precious Metals Recovery Program; the DoD Hazardous Materials Information System (HMIS) and the Hazardous Material Technology Program in accordance with DoD policy direction. He/she also acts as the principal staff advisor and assistant to the Director on assigned elements of the Defense Environmental Quality Program.

The mission of the Defense Reutilization and Marketing Program is to process materiel that is excess to the needs of the Military Services and Defense Agencies by reutilization to other DoD activities; transfer to Federal agencies, donation to State Agencies and authorized donees and sale to the general public. Also included in the mission is the sale of scrap material, recovery of precious metals and disposal of hazardous material/waste.

SUPPORTING AIS(s)

Major AIS(s)

Defense Reutilization and Marketing Automated Information System (DAISY) is a property accounting system designed to process property through the necessary disposal steps and account for excess and surplus property, as well as hazardous materials, from receipt to disposition. DAISY tracks the receipt, storage, and issue of DoD excess or surplus property and is used to effect the reutilization, transfer or donation of property. The system also performs the marketing and sales contracting functions for DRMS and provides management with information to support all aspects of the DRMS mission.

Subsystems

Warehousing - Receipt, store, issue and maintain accountability for DoD excess property.

Reutilization, Donation, Transfer (RTD) - Screen excess property with DoD activities for reutilization, report to General Services Administration (GSA) for transfer to Federal Agencies or donation to States or authorized donees. Process requisition or GSA transfer request to direct issue and shipment to customer.

Contracting - Provide necessary interface between DAISY and the Hazardous Waste contracting process in Base Operations Support System (BOSS).

Marketing - Merchandise, offer for sale, award and administer sales contract for the sale of surplus property, to include the processing of sales proceeds received.

Management - Provide management personnel at all levels within DRMS and DLA-S the management information needed in the most efficient manner possible. Includes a decision support system capability and the Rapid Access to Information in DLA (RAID) application.

Operating Sites

The system is currently operating at DRMS in Battle Creek, supported by IPC Battle Creek; DRMR Columbus, supported by IPC Columbus; DRMR Memphis; and DRMR Ogden, supported by IPC Ogden. DRMR Europe and DRMR Pacific each has its own Gould 9050 and each DRMO Type I has its own AT&T 3B2.

Strategic Business Area: Distribution Services

Defense Logistics Information System (DLIS). The Cataloging and Standardization Act, enacted into law in 1952, mandated DoD to establish a single and uniform method to identify items of supply to prevent the Services from purchasing and managing duplicate items. This law is the basis for the FCS which DLSC manages. The FCS is implemented through DLIS. Based on DoD guidance over the past years, DLIS has gone from just providing item identification to supporting other logistics functions such as freight and I&S. The logistics functions DLIS supports rely on National Stock Numbers (NSNs) as key components of identification. DLIS integrates NSN-driven logistics information. DLIS is hosted at DLSC, Battle Creek, MI. It is used by DLA Centers, Military Services, civil agencies, North Atlantic Treaty Organization (NATO) and foreign governments worldwide.

> Strategic Business Area: Materiel Management

Standard Automated Materiel Management System (SAMMS) Modernized Parts Control Automated Support System (MPCASS) is an on-line automated capability used to assist and support the Military Parts Control Advisory Groups (MPCAGs) in operating and managing the Parts Control Program. Each MPCAG, located at the four hardware centers (DCSC, DESC, DGSC and DISC), has access to and interfaces with the MPCASS data bases located at the other MPCAG sites. Additionally, the program offices and Parts Control Program contractors can access the MPCASS from a remote site to obtain information on nonstandard part evaluation decisions and to identify standard parts recommended for use in new weapons systems and major equipment. In addition to the host locations, MPCASS provides remote access capability for authorized users (program offices, contractors and vendors) throughout the continental United States.

> Strategic Business Area: Materiel Management

SAMMS Engineering Data Management Information and Control System (EDMICS) is an optical disk-based storage and retrieval system for technical and engineering data. The system will replace the manual and semi-automated aperture card-based operations at four DSCs. EDMICS will support a unified DoD approach to technical data automation and provide needed automation reflecting current technological improvements for operation in the DLA repositories during the 1990s and beyond. Each Center is chartered to maintain and distribute engineering drawings; support engineering, cataloging, item reduction, and other activities, as well as competitive procurement organizations within DLA. EDMICS provides the technology for electronic storage, receipt and distribution of technical and engineering data to improve technical data support. EDMICS meets the requirements of mass storage and retrieval of data with a combination of optical disk and magnetic storage, digitizing scanners, graphics printers and plotters, graphics display and editing terminals, compression/decompression algorithms and communications capabilities. EDMICS will be installed at DCSC, DESC, DGSC and DISC in FY 92.

> Strategic Business Area: Materiel Management

<u>PSE AIS(s)</u>

Military Engineering Data Asset Locator System (MEDALS) is a central locator system which identifies where technical data is located. The Military Services and DLA Centers use MEDALS to determine if technical data exists and, if so, where it is. By identifying existing technical data, the Services and Centers can avoid purchasing duplicate data. MEDALS provides sources for contractors and the Government to obtain data. MEDALS is hosted at DLSC.

Automation Resources Management System (ARMS) is used by DLSC to keep track of automated data processing (ADP) hardware inventory. It is also used to identify or locate excess hardware. DLSC uses ARMS as a means to acquire excess equipment rather than buy new.

Federal Logistics Data on CD-ROM (FEDLOG) will distribute FCS data Government-wide on a cheap and easy-to-use system making logistics research more efficient and better utilizing the supply system. Army, Air Force and Navy unique logistics data is being merged with the FCS data on the compact disk-read only memory (CD-ROM) system. FEDLOG will be operated in the field at all sites that currently perform logistics research. Current estimate, based on microfiche distribution, is that approximately 30,000 copies of FEDLOG will be fielded.

Hazardous Materials Information System (HMIS) was developed as a result of congressional hearings in 1976 on the management of hazardous materials within DoD. The DoD HMIS is the central repository for information on hazardous materials used by DoD. The purpose of the system is to collect, maintain and disseminate Material Safety Data Sheet Information, and information on transportation, labelling and disposal to all individuals in the Federal Government who need to know how to properly handle, store, transport,, dispose of and use hazardous products as part of their job. The information provided is necessary to comply with the myriad regulations covering all aspects of the management and use of hazardous materials. HMIS is hosted at DGSC.

Cataloging Tools On-Line (CTOL) is a fully automated on-line interactive cataloging program with digital processing capabilities for both textual and graphics data. the program is designed to replace the current manual cataloging processes which are predominately paper/microform oriented. Edit/ Validation Programs will be applied during development of cataloging transactions to prevent rejects from DLIS. CTOL quality review will be limited to only areas of technical correctness. CTOL catalogers will develop all cataloging transactions on computer programs. CTOL interfaces with subsystems of other automated information systems (AISs), such as the Standard Automated Material Management System (SAMMS) Technical Subsystem, for suspensing cataloging transactions to and from DLSC. CTOL operates at DCSC, DESC and DISC. These sites are host and user oriented. Implementation/ deployment was on a partial basis consisting of new item capability with 20 Federal Item Identification Guides (FIIGs) on-line. FIIGs will continue to be accepted incrementally. Deployment has been made to DGSC, but acceptance testing has not begun. During FY 92, CTOL deployments will be made to DPSC, DLSC NATO, DFSC and Defense Industrial Plant Equipment Center (DIPEC). Military Services and other agencies have the option to purchase CTOL.

IRM ACCOMPLISHMENTS IN FY 91

The initial operating capability (IOC) for the Warehousing and RTD increments of DAISY was certified in December 1990. Deployment of these basic increments to the DRMOs was initiated in January 1991 and a total of 37 DRMOs Type I were deployed and fully operational by 30 September 1991. The Contracting interface between DAISY and BOSS was completed and became operational at DRMS Headquarters. The RAID application within the Management increment was developed and put into use at DRMS Headquarters in the pre-award process for hazardous waste disposal contracting. The use of this application is resulting in considerable savings in the cost of hazardous waste disposal.

DLSC implemented Increment 1 of its modernization program. Some key elements of that were installation of an IBM 3090 mainframe computer as well as accompanying systems software operating system and a relational data base. Increment 1 has provided a platform for DLSC to continue the modernization program and implement the rest of the changes. The modernized system significantly expanded the capabilities of Logistics Remote Users Network (LOGRUN), an on-line system providing access to logistics information. Customers using LOGRUN now have much more flexibility in how to search for logistics information. In addition to this DLSC now has a much larger audience for potential users. After May 1991, when the new LOGRUN capabilities began, the number of user identifications increased from about 8,200 to almost 12,000.

IRM MANAGEMENT ISSUES

Funding. Sufficient funding is currently programmed for required ADP equipment (ADPE), telecommunications connectivity, central design activity labor and contractor support. It is essential that DRMS be provided adequate travel and training funding commensurate with the a level of ADPE funding to enable system deployment in line with approved milestones.

Telecommunications. All CONUS sites are transitioning from Defense Data Network (DDN) to the DLA Corporate Network (DCN) in FY 92. Routers programmed in FY 92 will be required before the majority of additional sites can be deployed, thus jeopardizing the 30 September 1992 target date for completion of deployment. The overseas regions will continue to operate with DDN and require sufficient support from Defense Information Systems Agency (DISA).

DRMS II. The exact impact of the proposed DRMSII reorganization on DAISY design and operations needs to be identified and assessed.

Defense Business Operations Fund (DBOF). Operations under the DBOF/Fee-for-Service environment will require immediate access to current management data to a degree not yet envisioned under the Management increment.

IRM INITIATIVES

Continue deployment of Warehousing and RTD increments of DAISY to all sites. Continue development efforts for Marketing and Management increments. (FY 92)

Conduct IOC and complete deployment for Marketing and Management increments. Begin development of deferred DAISY project to enable early deployment of these projects soon after completion of core mission DAISY. (FY 93)

Begin development of PDM-B, Marketing and Disposal Planning and Execution, to provide enhanced analysis capability to DAISY and the Automated Recycling Center (ARC) Prototype. (FY 94)

Develop and deploy PDM-B and ARC (specific milestones to be determined). (FY 95-98)

DLSC will continue to implement the remaining portions of the modernization program. At the end of modernization, the DLSC system will have the flexibility to move in the direction that customers want and at the speed they require. DLSC will be able to tailor the system to meet individual customer needs rather than providing only structured information. If customers want logistics information in a certain format at a given time, it will be provided. The customers will then have a choice of what logistics information they get.

Provide all HMIS users and Focal Points with real-time electronic access to the most current and complete hazardous material data available. The present batch process system which relies on the reproduction and mailing of microfiche, CD-ROMs and magnetic tapes of the data base is outdated and totally ineffective. Specific initiatives for improvement include:

1. Provide DGSC Focal Points and DLA Depots read-only access to the HMIS data base (initiated in late FY 91).

2. Provide a system more conducive to change and storage of information.

   a. Redesign HMIS data base and provide DGSC Focal Points on-line read/write access to the HMIS data base.

   b. Provide Military Services and Federal Agency Focal Points read/write access to the HMIS data base through dial-up.

   c. Provide read-only access to other authorized users.

3. Establish a Hazardous Materials Indicator Code in the DLIS Total Item Record for hazardous items.

4. Provide the capability for manufacturers and distributors to transfer Material Safety Data Sheets to DoD via Electronic Data Interchange (EDI).

5. Provide the capability for Military Services and Federal Agency Focal Points, using flexible search tools, to access chemical, medical, toxicological and logistics data bases to improve quality of hazardous materials data available in the HMIS data base.

6. Establish a pass through DLIS, via a gateway, to give users the ability to access HMIS at DGSC.

A three to five year contract will be awarded in FY 92. Production is expected to begin in the third quarter of FY 92. The contract will cover the period of FY 92 - FY 94 with options extending through FY 96. Before expiration of this contract, preparation for the next contract must be started to provide uninterrupted distribution of the catalog system to our customers.

Implement the MPCASS Phase 2 initiative to provide the capability to transmit and receive on-line digitized drawings. The present method of mailing hard copy drawings and documents to and from the MPCAGs, program offices, contractors and vendors is totally ineffective. The Parts Control Program policy to complete parts evaluation requests in 10 days will not be achieved until the digitized drawing capability is implemented.

1. Complete the MPCASS Phase 1 roll-over enhancements (initiated in FY 91 and on-going).

2. Complete the MPCASS Qualifications Module development.

3. Complete the development for the transmission and receipt of digitized drawings. This capability is dependent on the implementation of EDMICS.

4. Complete and implement the new requirements identified as Phase 2 requirements.

IRM MODERNIZATION BUDGET - SEP 91 ($000)

FY92	FY93	FY94	FY95	FY96	FY97	FY98
45,515	20,027	23,864*	25,913*	21,615*	22,854*	10,100*

* - Planning figure to be addressed and refined in future editions of this plan and in future budget submissions.

OFFICE OF SMALL & DISADVANTAGED BUSINESS UTILIZATION

DLA-U

ORGANIZATION AND STRUCTURE

The Office of Small & Disadvantaged Business Utilization (DLA-U) is staffed by a Staff Director, Deputy Staff Director, seven professionals and four secretary/clerical personnel. Three professionals are devoted to the Department of Defense (DoD) Procurement Technical Assistance (PTA) Cooperative Agreement Program and the balance of the professionals are assigned to the major functional areas of contracting, contract management and program management. Secretarial/clerical personnel provide overall support to the staff.

MISSION

DLA-U is responsible for the implementation within DLA of the DoD Small and Disadvantaged Business Utilization and other related socio-economic programs. DLA-U manages the PTA Cooperative Agreement Program, for which DLA is the Executive Agency.

SUPPORTING AIS(s)

Major AIS(s):

None

PSE AIS(s):

Automated Procurement Technical Assistance Cooperative Agreement Performance Report is an executable, stand-alone, IBM-compatible program to allow the submission of required quarterly reports on performance, in the required format, mathematically correct, by cooperative agreement recipients and Small Business personnel.

IRM ACCOMPLISHMENTS IN FY 91

An automated data base of information on future procurement conferences, seminars and trade fairs was developed for use by DLA-U, the Primary Level Field Activities, the Military Services and other Federal Agencies. DLA Small Business Specialists sponsor or participate in approximately 300 of these outreach type conferences or events each year. The data base allows on-line access and captures the necessary information required to avoid duplication, allow more effective planning, and update information as required.

IRM MANAGEMENT ISSUES

None

IRM INITIATIVES

None

IRM MODERNIZATION BUDGET - SEP 91 ($000)

FY92	FY93	FY94	FY95	FY96	FY97	FY98
0	0	0	0	0	0	0

OFFICE OF INSTALLATION SERVICES AND ENVIRONMENTAL PROTECTION

DLA-W

ORGANIZATION AND STRUCTURE

The Office of Installation Services and Environmental Protection (DLA-W) is staffed by approximately 59 employees (54 civilian, five military) in an organization comprised of the following five divisions: Environmental Division; Safety and Health Division; Installations Division; Installation Planning and Engineering Support Division; and Field Support Division.

MISSION

DLA-W acts as the principal staff advisor and assistant to the Director, Defense Logistics Agency (DLA) and other Headquarters (HQ) DLA staff elements on all DLA matters with respect to:

o   Administration of the DLA Safety and Occupational Health Programs.

o   Facility management, acquisition, assignment, maintenance, utilization, and excessing. Development of DLA military construction programs and supporting such programs before Government departments, Department of Defense (DoD), Office of Management and Budget, and Congressional committees.

o   DLA Environmental Quality and Energy Conservation Programs.

o   Installation support encompassing operating equipment and supplies, field maintenance, and motor pools.

SUPPORTING AIS(s)

Major AIS(s):

Equipment Management and Control System (EMACS) is applied to the management and maintenance of equipment and material handling systems used in mission performance throughout DLA. It provides on-line, real-time automation support to the Operating Equipment Division, Office of Installation Services at DLA sites which have in-house maintenance, and to equipment management organizations at other DLA field activities. EMACS programs and schedules equipment and systems maintenance; monitors work load; tracks equipment assignment, utilization, maintenance history and costs; and satisfies higher-level information requirements, thereby reducing administrative and clerical work load in these organizations. Functional requirements for the system are based on DLAM 4505.1; Administration, Control and Reporting of DLA Operating Equipment.

Subsystems

There are two basic configurations for EMACS; these are Field Activity EMACS and HQ EMACS. The field activity version is described above. Additionally, it interfaces with the Base Operations Support System (BOSS) and Appropriation Accounting System (AAS). The HQ version receives periodic reports from appropriate field activities; these reports are loaded into a consolidated data base. HQ EMACS does not process transactions, and once properly loaded, is used by HQ managers for reference. HQ EMACS is used by the Defense Reutilization and Marketing Service (DRMS) as a consolidation of the Defense Reutilization and Marketing Region (DRMR) data and by HQ DLA for DLA-wide data.

Operating Sites

Host Site	EMACS Users
Ogden, UT (DDOU)	Defense Depot Ogden, Defense Reutilization and Marketing Region Ogden
Mechanicsburg, PA (DDRE)	Defense Distribution Region East, Susquehanna Valley site
Memphis, TN (DDRC)	Defense Distribution Region Central, Memphis site; Defense Industrial Plant Equipment Center; Defense Reutilization and Marketing Region Memphis
Dayton, OH (DESC)	Defense Electronics Supply Center
Tracy, CA (DDRW)	Defense Distribution Region West, San Joaquin Valley site; Oakland site
Philadelphia, PA (DPSC)	Defense Personnel Support Center
Battle Creek, MI (DLSC)	Defense Logistics Services Center; Defense Reutilization and Marketing Service
Richmond, VA (DGSC)	Defense General Supply Center
Columbus, OH (DCSC)	Defense Construction Supply Center; Defense Reutilization and Marketing Region Columbus
Wiesbaden, GE (DRMR-E)	Defense Reutilization and Marketing Region Europe; Defense Subsistence Region Europe
El Segundo, CA (DCMDW)	Defense Contract Management District West
Alexandria, VA (DASC)	HQ, DLA; DLA Administrative Support Center; Defense Fuel Supply Center
Camp Smith, HI (DRMR-P)	Defense Reutilization and Marketing Region Pacific

Strategic Business Area: Corporate Support

Base Operations Support System (BOSS) is an integrated system where retail supply, procurement/contracting, hazardous waste contract and billing, and finance transactions use common files and interactive inputs. The subsystems of BOSS, when linked together, provide continual critical mission support for DLA.

Subsystems

Base Supply - Manages both stocked and non-stocked retail level supplies into two functions. These functions are inventory support monitoring and control, and direct support monitoring and control of non-stocked items.

Procurement/Contracting - Manages the contracting processes for acquiring supplies controlled by BOSS. Contracting consists of three functions; purchase requests, contract release, and post award.

Financial - Maintains fund control, financial accountability, and reporting for retail level supply support.

Hazardous Contracting - Manages the requirements contracting, manifest tracking, accumulation of costs, and interfund billing for the DRMS worldwide hazardous material and waste disposal mission for DoD.

Department of Defense Dependent's Schools (DoDDS) Contracting - Under an Interservice Support Agreement, manages the procurement functions and contracting for the DoDDS. DoDDS reimburses DLA for DGSC procurement support and HQ DLA for contract support. Current authorized level at HQ (DLA ADP Contracting Office (DACO)) is 2/3 work years and for DGSC is 176 work years. DoDDS and DLA have recently agreed to a Fee-for-Service arrangement for Central Design Activity (CDA) support.

United States Naval Academy (USNA) - BOSS modules for Base Supply and Procurement/Contracting are deployed at USNA with operations provided on a mainframe at DGSC.

BOSS has interfaces with AAS, EMACS, DAISY, and the Standard Army Finance and Accounting System (STANFINS).

Operating Sites

Information Processing Center Ogden (IPC Ogden) currently provides operations for the Defense Industrial Supply Center (DISC), DDOU, DESC, DCSC and DCMDW. All BOSS operations are scheduled to move to IPC Ogden. Other BOSS operating sites are: DGSC for DLA depots, DoDDS, and USNA; DDRW; DDRE; DDRC DLA depot and Red River Army Depot; DDRC; DPSC; and DRMS/DLSC (Hazardous Contracting).

Other Functional Sponsors: DLA-P, DLA-S, DLA-O, DLA-A, DLA-C, and DFAS

Strategic Business Area: Distribution Services

PSE AIS(s):

DLA Operating Equipment Update and Reports Subsystem is an interim method used to collect equipment management reports required by HQ DLA from DLA Primary Level Field Activities (PLFAs) which do not have EMACS. The system processes data received from activities by the Automated Digital Network (AUTODIN), and provides editing capability, finally producing output which can be loaded into

HQ EMACS. This system also provides Defense National Stockpile Center (DNSC) with capability to prepare its own equipment management report without AUTODIN transmission. The system will become obsolete if EMACS is deployed to DNSC, DISC, and the Defense Contract Management Districts (DCMDs).

Automated Mishap Reporting System (AMRS) maintains information to: identify cause of accident, formulate accident prevention programs, identify individual involved in repeated accidents, present safety awards to individuals, and prepare statistical reports as required. Information is input at geographic locations around the country by safety and health managers.

IRM ACCOMPLISHMENTS IN FY 91

EMACS application was expanded to cover organizations consolidated into DLA under the Defense Management Report Decision (DMRD) 902, Consolidation of Supply Depots, namely Sharpe Army Depot and New Cumberland Army Depot and part of Naval Supply Center Oakland.

A Letter of Intent was forwarded to OSD to initiate a Memorandum of Agreement with Army to provide DLA with Army System Integrated Facilities System-Mini/ Microcomputer (IFS-M) software and software support for the Real Property Maintenance Activities (RPMA) system. IFS-M will be utilized for inventory status, budget analysis, control and planning, and advising customers on services that include refuse collection, entomology, snow removal, fire prevention and protection, maintenance, repair of family housing, as well as other facilities management requirements. The first Workstation orders were placed in FY 91.

To accommodate depot consolidations as a result of DMRD 902, BOSS was modified to permit management of multiple storage locations and to handle multiple accounting classifications.

Authority was given to increase CDA levels from 13 to 21 work years. DSAC-H in Ogden, UT provides CDA support for BOSS Installation Services and Environmental Protection Support (DLA-W).

Interfund billing increment was released for Hazardous Contracting for DRMS/DLSC (BOSS).

DFAS selected BOSS as one of the modules for their management of payments for the Defense Commissary Agency (DeCA). To accommodate DFAS, utilization of BOSS for DeCA and interface with STANFINS was completed.

DoDDS utilizes BOSS. As a result of a DoDDS Efficiency Review, several initiatives have taken place in DLA. DGSC has selected a Program Manager who reports to the Director, DGSC. DoDDS has been given hook-up to the DLA network for their regional offices. DoDDS funded a data line between their headquarters in Arlington, VA to the DLA node at Cameron Station. Batch processing of requisitions will be tested in the near future communicating from the DoDDS regions to DoDDS headquarters to the DLA node at Cameron Station and final transmit to DGSC mainframe where BOSS/DoDDS resides.

IRM MANAGEMENT ISSUES

The expansion of DLA responsibilities, particularly with respect to DMRD 902, has generated previously unanticipated needs for EMACS coverage. Until recently, EMACS could easily be implemented at any DLA PLFA, since it could be hosted on one of DLA's many Gould 9050 minicomputers, purchased primarily for office automation, without straining the capacity of the computer. Under these conditions, on-base users experienced nearly ideal response time. Off-base users typically experience longer response times because of reduced telecommunications speed. DMRD 902 will bring a total of 30 sites together under three regions; of these sites, only six have suitable minicomputers, and some of them have unusually slow response of undefined causes. All six of these have EMACS; three new activities were covered during FY 91. The remaining 21 activities must somehow be covered by EMACS, and their information must be fed back to region and HQ DLA officials. EMACS coverage should also be expanded to include all other applicable PLFAs, including the remaining DCMC activities, DISC, and DNSC. The DCMC activities have had their responsibilities expanded under DMRD 916, Streamlining Contract Management, without appropriate resource adjustments; automation of manual processes would relieve some of this burden. DISC and DNSC could use EMACS to alleviate some manual processes and information deficiencies. DLA is developing a plan for EMACS which includes rehosting to a new platform, telecommunications, supporting hardware, and CDA resources required to support implementation and software revisions. EMACS shares the Gould 9050 minicomputer with the Distributed Minicomputer System (DMINS). Expansion of EMACS utilizing the Gould is not feasible due to capacity problems and lack of hardware at non-DLA activities now under DLA for management as a result of DMRD 902.

DLA plans automation requirements for seven years; however, budgets are approved for one year only. Additionally, new technology requirements that enable DLA to do a better job with less are extremely difficult to identify seven years in advance including what the cost requirement will be. This hinders Government and takes away the flexibility required to manage a more efficient system.

Availability of staff time and money may slow down the initiative to revise the AMRS.

IRM INITIATIVES

A software revision (System Change Request UL00H8-001R1) for EMACS is being prepared by DSAC and should be released by mid-FY 92.

New activities consolidated into Distribution Regions will be supported by EMACS. Needs of Distribution Region managers for summary data from regional sites will be accommodated through software changes. (FY 92-94)

Rehosting EMACS is planned with the completion of the upgrade to UNIFY 4.0. (FY 92).

An enhancement to EMACS will automate the procedures currently used in the equipment acquisition process. (FY 92-93)

Deploy Army IFS-M to satisfy the RPMA requirement to the DLA Public Work Center (PWC) sites in FY 92. Another initiative is the planning and installation of local area networks (LANs) for IFS-M designated sites within DLA. The current platform for IFS-M is a Sperry 5000/95 minicomputer.

Consolidating BOSS operations at one IPC that will provide ease of maintenance and management (FY 91-93).

FY 93 budget plans for first large increment have been submitted.

Replacement of obsolete end user equipment and heavy duty printers (FY 92-97). BOSS system enhancement for services and rental management and accommodation of large purchases. Replace pin-fed forms for systems that print forms and data (FY 92-93).

Continue to provide service to meet requirements for DoDDS, USNA, and other Services interested in utilizing BOSS (FY 92-97).

DoDDS funded new work stations and heavy duty printers for the DGSC staff that support DoDDS. As a result of replacing the obsolete end user equipment, a new requirement for generating procurement forms with data emerged.

Establishment of a bulletin board system for approximately 30 sites worldwide. This initiative is a paperless method of exchanging information among HQ and PLFAs. It would reduce paperwork and free up administrative staff from extensive mailings.

Development of a totally integrated DLA Environmental Management System for Depot Maintenance Management Information System (DEMIS) is in progress at DSAC-H. (FY 92-93)

Major revisions to the AMRS in FY 92 and 93. Those changes include providing data access to approximately 30 PLFAs, revising the data collection format, and operating with a paperless system.

IRM MODERNIZATION BUDGET - SEP 91 ($000)

FY92	FY93	FY94	FY95	FY96	FY97	FY98
843	2,671	3,786*	2,852*	2,978*	3,105*	3,600*

* - Planning figure to be refined and addressed in future editions of this plan and in future budget submissions.

ORGANIZATION AND STRUCTURE

The Office of Administration (DLA-X) acts as principal staff advisor and assistant to the Director, DLA and other staff elements on all matters exclusive of equipment (ADP and non-ADP) and software. It is comprised of four divisions: Resource Management, Publications, Installation Services and Technical Presentations. The Staff Director, DLA-X, has a dual role as the Commander, DLA Administrative Services Center (DASC), in which he provides administrative support to DLA activities and non-DLA activities in accordance with support agreements. All personnel resources are assigned to DASC.

MISSION

DLA-X provides staff direction and control for its program responsibilities including printing and publications, office copying, micropublishing, visual information (including productions, exhibits, and facilities), library services, records, forms, correspondence, the Freedom of Information and Privacy Acts, and other administrative law programs.

SUPPORTING AIS(s)

Major AIS(s):

None

PSE AIS(s):

Official Mail Accounting System (OMAS) provides cost center accounting data and management reports for postal charges using a United States Postal Service financial data base and DLA designed reports.

DASC Commanders Management System (DCMS) tracks productivity indicators for the Staff Director.

Printing Log and Procurement Log (PLPL) tracks printing requisitions, delivery schedules and costs due to the transfer of the printing/duplicating operation to an external organization.

IRM ACCOMPLISHMENTS IN FY 91

DASC acquired and implemented an enhanced graphics support system capable of producing viewgraphs, 35mm slides, and other products from customer files produced on Harvard Graphics and other personal computer graphics software. The system also permits image enhancements and remote access via modem lines. System access has been extended to other Primary Level Field Activities

(PLFAs) with a view toward establishing regional graphics support centers within DLA.

DLA continued progress on an effort to improve its records management program. The effort was initiated after a National Archives and Records Administration (NARA) program. The focus of the system upgrade has been the painstaking process of inventorying records of the Agency's business processes and operations and submitting revised recordkeeping standards for Government Accounting Office and NARA review. FY 91 saw the completion of 23 of 25 planned functional studies.

Expanded PLPL system to include additional cost fields and modified output reports accordingly.

Expanded/modified OMAS to accommodate consolidation of the Defense Contract Management Districts (DCMDs).

IRM MANAGEMENT ISSUES

None

IRM INITIATIVES

The Office Automation Standard Information System (OASIS) is a proposed system for administrative communications within DLA offices integrating electronic mail with executive and managerial control systems, action officer staff work and messaging, and records.

Current plans call for implementation of a revised records management system in the latter part of FY 92 and the beginning of FY 93. New standards on end user maintenance of electronic records are also planned.

Regional presentation graphics support through the use of Autographix systems is scheduled for FY 93 provided preliminary testing proves feasible.

Planned actions for FY 94 include the distribution of regulations, manuals, and similar issuances on compact disks (CD-ROM) under the DLA Publishing System (DLAPS).

DLA-X will provide continued support for the HQ DLA end users.

DLA-X is developing requirements for a new AIS entitled DLA Index of Publications used to facilitate ease of correcting and updating, improving user services, eliminating manual effort, and possible future elimination of paper copy.

IRM MODERNIZATION BUDGET - SEP 91 ($000)

FY92	FY93	FY94	FY95	FY96	FY97	FY98
1,500*	3,000*	1,500*	1,500*	0	0	0

* - Currently not in FY 92 IRM Modernization Budget. The requirement will be addressed in the next budget submission.

OFFICE OF CONGRESSIONAL AFFAIRS

DLA-Y

ORGANIZATION AND STRUCTURE

The Office of Congressional Affairs (DLA-Y) is a Headquarters Defense Logistics Agency (DLA) Principal Staff Element with five employees located at Cameron Station.

MISSION

DLA-Y acts as the principal staff advisor and assistant to the Director, DLA and other staff elements on all DLA matters with respect to Congressional Affairs.

SUPPORTING AIS(s)

Major AIS(s):

None

PSE AIS(s):

System for Control and Automated Management of Paperwork (BSCAMP) is an automated suspense and tracking system for incoming Congressional correspondence.

IRM ACCOMPLISHMENTS IN FY 91

None

IRM MANAGEMENT ISSUES

None

IRM INITIATIVES

None

IRM MODERNIZATION BUDGET - SEP 91 ($000)

FY92	FY93	FY94	FY95	FY96	FY97	FY98
0	0	0	0	0	0	0

OFFICE OF INFORMATION SYSTEMS AND TECHNOLOGY

DLA-Z

ORGANIZATION AND STRUCTURE

The Office of Information Systems and Technology (DLA-Z) is comprised of the following seven offices: Information Resources Management Division; Systems Integration Division; Systems Operations Division; DLA ADP/T Contracting Office; Systems Management Office; Consolidation Program Management Office; and the Defense Automatic Addressing Systems Office.

MISSION

DLA-Z serves as the Defense Logistics Agency (DLA) senior policy official and the principal staff advisor and assistant to the Director, DLA and other Headquarters (HQ) DLA staff elements on all DLA automated data processing (ADP)/Telecommunications (ADP/T) policies, plans, programs, and objectives related to:

o Design, maintenance, operation, and use of DLA ADP/T and assigned DoD-wide standard information systems.

o Acquisition and management of ADP/T equipment and personnel resources.

o Assessment of ADP/T technology, research and development, and technical evaluations.

o Staff supervision over designated Central Design Activities (Defense Logistics Agency Systems Automation Center (DSAC), Defense Fuel Supply Center (DFSC), Defense Logistics Services Center (DLSC), DLA Administrative Support Center (DASC), Defense Automatic Addressing System Office (DAASO)) within the Agency for all approved AISs.

o Development, implementation, and administration of the DLA Information Resources Management (IRM) Program.

o Centralized equipment management for ADP, telecommunications, office automation, office printing, and reproduction equipment.

o Program/project management for all AIS initiatives.

DLA-Z acts as the Senior IRM Representative for DLA, and in this role provides IRM services for the following DLA organizations:

Defense Construction Supply Center (DCSC)
Defense Electronics Supply Center (DESC)
Defense Fuel Supply Center (DFSC)
Defense General Supply Center (DGSC)
Defense Industrial Supply Center (DISC)
Defense Personnel Support Center (DPSC)
Defense Depot Ogden (DDOU)
Defense Depot Columbus (DDCO)
Defense National Stockpile Center (DNSC)
Information Processing Center (IPC) Columbus
IPC Battle Creek
IPC Ogden
IPC Richmond
IPC Philadelphia
Defense Depot Region West (DDRW)
Defense Depot Region East (DDRE)
Defense Depot Region Central (DDRC)
Defense Logistics Agency Administrative Support Center (DASC)
Defense Industrial Plant Equipment Center (DIPEC)
Defense Logistics Services Center (DLSC)
Defense Reutilization and Marketing Service (DRMS)
DLA Systems Automation Center (DSAC)
Defense Contract Management District South (DCMDS)
Defense Contract Management District Northeast (DCMDN)
Defense Contract Management District Central (DCMDC)
Defense Contract Management District West (DCMDW)
Defense Contract Management District Mid-Atlantic (DCMDM)
Defense Automatic Addressing System Office (DAASO)
European Operations (EUROPE)
Pacific Operations (PACIFIC)

SUPPORTING AIS(s)

Major AIS(s):

Defense Automatic Addressing System (DAAS) is an automated system used by two
DAASOs for routing logistics data traffic. DAAS edits data elements in
logistics documents for conformance with standard Department of Defense (DoD)
procedures and generates, as required by the Services and other government
agencies, Logistics Information Data Services (LIDS) reports. The Defense
Activity Address Directory (DoDAAD) and the Military Assistance Program
Address Directory (MAPAD) are maintained by the DAASOs. Operated at DAASO is
the International Logistics Communications System (ILCS) for Foreign Military
Sales customers for the electronic transmission of requisitions by member
countries. DARP (DAAS ADP Equipment Replacement Program) is the DAAS
modernization program to replace and upgrade the hardware and software.

  Operating Sites: Dayton, OH and Tracy, CA

  Strategic Business Area: Materiel Management

126

<u>PSE AIS(s):</u>

Integrated Requirements Management System (IRMS) provides a consolidated data base that supports all phases of budget planning and execution. The budget planning portion of IRMS provides an automated mechanism for consolidating all IRM requirements, identifying the items in the IRM budget, and assessing the impacts of budget cuts and program delays. The budget execution portion (under development) will be directly linked to budget planning to establish the actual funding baselines and to provide the necessary feedback loop into the subsequent budget planning processes.

IRMS also supports dissemination of information as an on-line system. All DLA-Z action officers have direct access to the data base for inputting requirements, obtaining approval status information and for tracking the actual execution process.

IRMS was developed on an AT&T 3B2 and is operationally supported by DASC.

IRM ACCOMPLISHMENTS IN FY 91

The implementation of the IRMS was a major long-term accomplishment. This program will provide future benefits well beyond FY 91. One common data base which outlines the details of the IRM budget is now available to the program manager, functional proponent and Comptroller.

o   DLA used IRMS to prepare the January President's Budget and the
    September Office of the Secretary of Defense (OSD) Budget.

o   DLA used IRMS to make budget execution decisions. IRMS provided a
    single source of data on the FY 92 budget which was used to make
    tradeoff decisions when the FY 91 budgeted requirements were delayed to
    FY 92. These decisions allowed DLA to expedite the deployment of major
    AISs (Defense Reutilization and Marketing Automated Information System
    (DAISY), for example) with minimal impact to current operations.

While modifications to the approved budget plan always occur during execution, DLA was able to successfully execute 100% of the Corporate Information Management (CIM) allocated funds (both Operations and Maintenance (O&M) and Procurement Defense Agency (PDA)) on the programs for which they were allocated. On DLA direct funding, slight variations occurred from the planned to actual. However, these variations occurred mostly within a program area (such as trading off future requirements due to unforeseen procurement delays) versus across AISs.

On 18 November 1990, Defense Management Report Decision (DMRD) 924 mandated DLA to collocate its ADP/T operational and design functions through implementation of our regionalized ADP operations plan, DMRD 930B. The execution of this effort requires the consolidation of 23 data processing installations to six Information Processing Centers (IPCs), identified in Figure 8. IPCs were established at Ogden, UT;, Philadelphia, PA; Columbus, OH; Richmond, VA; and Battle Creek, MI. Significant progress was made toward the acquisition of necessary software and hardware to support the new operational configuration. A draft of an operations consolidation

127

INFORMATION PROCESSING CENTER CONSOLIDATION

- ■ DATA PROCESSING INSTALLATION
- ★ INFORMATION PROCESSING CENTER

128

implementation plan was completed. To date, DLA is 48 percent complete with the transfer of major AISs as a result of the established IPCs.

The operating system was upgraded from MVS/SP1 to MVX/XA. This helps to solve the virtual memory constraint at the sites which had become a serious problem. In addition, VTAM, Version 3, was installed throughout the Agency, as well as the Resource Access Control Facility from International Business Machines, which is the new security software.

The MVS/Capacity Management Technical Information Exchange (TIE) Conference was held in September 1991. This conference brought together the people who support the mainframe platform for the Agency to discuss the improvements and the plans for improvement being made for this tier.

In February 1991 the first DLA Information Systems Technology Integration Guide was published. This document identified technical objectives for integration and provided a reference for available and planned technology components.

Telecommunication networks and services were provided to support DLA, DeCA, DCAA, DFAS and DAISY missions.

The draft Telecommunications Manual was developed.

The draft Telecommunications Strategic Plan was developed during FY 91. The Plan provides current DLA baseline and delineates the future based upon known and projected requirements. Actions being developed by OSD, Defense Information Systems Agency (DISA) and others will have an impact on the direct responsiveness of telecommunications services to DLA's customers.

The Technology Research Center (TRC) was established to provide a rapid response utility to information professionals. It provides wide access to a variety of information sources including: bibliographical intelligent gateways; professional journal subscriptions; CD-ROMs of information technology literature; interlibrary loans; and access to professional analysis and advisory groups, such as International Data Corporation.

DLA-Z and DASC were tasked with evaluating the requirements of DLA-D in May 1990 to provide a recommended course of action that would integrate the management tools required by the continuing growth of DLA. Recommendations were made that would support two phases of action. The first phase was the enhancement of the existing configuration. The second phase was the configuration and installation of a Local Area Network (LAN) and office automation software. This LAN will be a Novell 386 operating system and include the following software: Enable 4.0, Harvard Graphics, CC mail, Who What When, and PC Tools.

DLA-Z developed the first DLA Long-Range IRM Plan covering FYs 91-97. The Plan reflects the objectives and strategies of the IRM program and is the cornerstone on which all other IRM planning, resourcing, and acquisition documents are based.

Revised, published, and distributed DLAR 7740.1, DLA IRM Program, establishing IRM policy for the Agency.

DACO staff members of the Acquisition Advisory Council (AAC) visited other acquisition organizations to analyze how they acquire Federal Information Processing (FIP) resources in order to apply positive lessons learned to the DLA process. They also visited several industry organizations to ascertain how they acquired ADP/T resources. These visits provided valuable insight into the differences in acquisition practices in the Federal and private sectors. Finally, the AAC visited vendor customers that interface with DACO on a daily basis. This provided information as to the level of satisfaction of contractors with the manner in which DLA conducts its business. The AAC has come up with numerous recommendations to streamline and improve the FIP acquisition process.

During FY 91 DACO conducted Customer Satisfaction Sessions, generally with customers located at Cameron Station. The sessions provided a forum for sharing information and concerns with customers on a number of issues.

On 20 September 1990, DLA-Z implemented a test program for the "Parallel Review" of selected ADP/T acquisitions. Parallel Review is one of the suggested methodologies in the General Services Administration's (GSA) "Go for 12" Initiative for streamlining the acquisition process. During FY 91, Parallel Review was tested on several major acquisitions.

DLAR 4730.3, DLA ADP/T Configuration Management (CM) Program, and the DLA ADP/T Configuration Management Plan (CMP)were completed. A CM Process Action Team (PAT) was also established to aid in the implementation of the DLA ADP/T CM Program. The CM PAT is responsible for the following areas: review and audit requirements and criteria (developing manual); CM training (preliminary completed); standard identification numbering scheme for CM (completed); standard Central Design Activity (CDA) approach for performing CM of design/code baselines (researching); CDA's technical assessment within the CM process (completed); and efficiency in the system change request (SCR) process (completed conceptually and to be tested in FY 92).

Accomplishments during FY 91 in support of the institutionalization of corporate information practices and tools for rapid systems deployment include publication of DLAR 4700.5, DLA Data Management Program (DMP) establishment of the DLA Corporate Repository (DCR), assisting DoD in selection of the interim standard dictionary and development of data standards, start-up of several Information Engineering (IE) projects and providing IE guidance to the DoD Executive Agent for Distribution Standard Systems (DDS). Additionally, work began on development of the DLA Strategic Model, and a Rapid Application Development (RAD) contract was established to use IE in a rapid development environment to produce small increments of functionality in an integrated environment. In ad 'tion to delivering applications, this effort will also deliver a repeatabl. approach for RAD throughout the Agency.

IRM MANAGEMENT ISSUES

The major issues that will affect the operations of DLA-Z are DoD decisions on Corporate Information Management (CIM), Defense Business Operating Fund (DBOF) and Unit Cost Resourcing/Fee-for-Service. DLA successfully faced the impacts of CIM on funding issues in FY 91. While the delay in CIM allocation of funds

(after final budget approval) did adversely impact some modernization programs, the impact was kept to a minimum. Depending on the timing and method of allocation of CIM funds in the future the impact can be substantial.

Another major issue is the implementation of DBOF. DBOF in conjunction with Fee-for-Service changes the orientation of the budget planning from mission funding (e.g., funding the DLA mission as a whole) to funding based on specific business operations. The end result of this transition is to have an increased awareness of the actual costs of operations; however, the interim transition period will affect the basic justification for funding requirements. In addition, DBOF is a revolving fund or no-year money (to be repaid by the components based on the services acquired) versus the FY 91 O&M and PDA money that have specific time limitations. This will provide more flexibility in funding actions and may reduce the impacts of delayed budget approvals.

Part of Fee-for-Service is Unit Cost Resourcing. This initiative will provide the basis for developing the overall service cost. This action will require detailed allocation of all IRM costs, to include HQ costs, to IPCs and CDAs. For FY 92, DSAC and IPC Columbus will be implementing both Unit Cost Resourcing and Fee-for-Service. Other DLA sites will be implementing these initiatives during the planning period.

An IRM management issue, which will be explored in the near-term, is the decision on whether or not to have a single development Central Processing Unit (CPU) in the Agency. The cost of software, particularly in the area of development software, i.e., compilers and Computer Assisted System Engineering (CASE) tools, has become exorbitant. If the decision is made that there will be a single development machine which would also support Continuity of Operations (COOP), the number of copies of software should be reduced to one, and it would be possible to add quality rather than quantity to the inventory. The issue is whether or not one CPU can adequately meet all development requirements and its investments can be justified vis-a-vis the status quo.

IRM INITIATIVES

<u>The Information Resources Management Division (DLA-ZR) will</u>:

Fully implement the IRMS system for "Front Door" processing, budget execution, acquisition, and planning.

Be involved with the initiatives for Unit Cost Resourcing, Fee-for-Service and DBOF.

Continue to improve the planning process. The Long-Range IRM Plan provides IRM program direction. It is a strategic document which reflects the objectives and direction of the IRM program and is the cornerstone on which all other IRM planning, resourcing, and acquisition documents are based.

The Systems Integration Division (DLA-ZI) will:

Improve the Agency technology platform in order to make DLA systems competitive in the new DoD environment.

Plan for the migration to and from technology platforms rather than reacting to unplanned for emerging requirements.

Develop the DLA 5-Year Software Strategy Plan which will detail the Agency's technical software migration within and introduction into the technology platform for the next five years.

Establish connectivity for DLA LANs. This will require purchasing the hardware/software necessary to achieve this connectivity. This has been accomplished through the contract ULANA (Unified Local Area Network Architecture). DLA will either put in place its own acquisition effort called DLANA or work with the Air Force to put out a similar acquisition called I-LAN (Integrated Local Area Network). This will be in support of 500 to 1,000 LANs. The cost savings for having these networks in place will be the availability of the necessary data the user community requires to complete their task. This in fact will improve productivity and therefore reduce the backlog of work and require fewer personnel. The other cost savings will be in the sharing of resources. In networked environments the amount of money saved by sharing hardware and software can be substantial.

Continue to work with OSD, DISA, and other services/agencies to devise solutions to provide effective, and efficient telecommunications at less cost.

Develop a final DLA Telecommunications Manual and Plan in FY 92 and provide updates as required. Establish the Electronic Commerce (EC)/Electronic Data Interchange (EDI) program which is the integration of EDI, electronic mail, electronic bulletin boards, electronic funds transfer, and similar techniques into a comprehensive, electronic-based system encompassing all DLA business functions. It will include procurement, contract administration, payment, supply management, transportation, maintenance, fuels, and base operations.

Develop an Executive Information System (EIS) to establish organizational and automated vehicles through which top Agency IRM management can identify to subordinate levels how and by what criteria the mission will be managed. Objectives of the EIS include the establishment of a common source of management information; development of streamlined, reliable processes for providing and analyzing critical management indicators for the DLA-Z mission; and provision of flexible, user-friendly tools and functions to facilitate analysis. This initiative is being performed as an integral part of the Agency EIS. Another objective is to track and manage IRM performance as it relates to mission performance. The EIS will serve as a catalyst and delivery vehicle for many types of integration. It is also intended to support Fee-for-Service requirements by providing quick, dynamic management information to DLA management to assure a strategic and competitive edge.

Acquire 10,000 individual copies of Sun Microsystems Inc., Personal Computer Network File Server (PCNFS). PCNFS supports DLA's client server environment and applications. Because the technology has matured from its inception, DLA will issue specific policy guidance on application development in the client server world. DLA is working with the Air Force to establish its functional requirements for an outyear FY 93 and beyond network component contract.

The Systems Operations Division (DLA-ZO) will:

Develop an End User Computing (EUC) Five-Year Plan. Effective FY 92, programming for end user computing work load expansion and replacement for obsolescence will be decentralized to the Primary Level Field Activity (PLFA) Annual Operating Budget (AOB).

Establish In-House Microcomputer Maintenance Process. Beginning in FY 92, efforts are underway to establish two DLA Repair Facilities (DRFs) for board level repair of microcomputers and peripherals. Designated DRFs are IPC Columbus and IPC Ogden. Concept of operation calls for IC diagnosis and swapping of microcomputer boards, then shipment of bad board(s) to a designated DRF. Operating expenses include staff at each DRF, an inventory of spare parts and components, diagnostic software and tools for each IC, test and repair equipment for each DRF, and resident training for IC staff. A schedule to transition ICs from contract maintenance to in house maintenance will be developed when the DRFs attain fully operational status. Centralized agency contracts are being considered to satisfy the residual sites/equipment. The PLFA AOB for microcomputer maintenance should decrease as the sites transition.

Acquire and Implement Integrated PC Software Tool Bag. This initiative includes the configuration, procurement, and deployment of standard PC software toolbag(s) for virus shield/detection; hard disk diagnosis, optimization, and repair; remote communications; and standard operating system/user interface.

Establish an Automated Help Desk. A DLA-wide automated help desk system is necessary at three tiers (IC; IPC; and DSAC/HQ DLA) for performance monitoring, automated operations, problem management, equipment inventory management, and expert diagnosis. An automated help desk initiative has ties to other DLA initiatives, and is an absolute requirement for several to be fully implemented: Network Control Center; COOP/COOP Facility; and In-House Maintenance. Additionally, an automated help desk could be pivotal in successful transition to a Fee-for-Service business strategy. An automated help desk would provide statistical and historical data for agency trend identification and analysis, reliability and maintainability data, and system life requirements for forecasting. One industry expert describes their help desk as "one stop shopping," combining "in one area a Help Desk, an Order Desk, Service Level Management, and Client Liaison and Communications."

Forecast long-term agency requirements for DLA's electronic mail (E-Mail) systems and ensure the technology, end user skills, and management positions are in place to satisfy them. Status quo for E-Mail in DLA is

not less than four front-ends (Q-Office, EM, ELM, and EZMail) to Unix Mail. The predominant mail server is the Gould minicomputer, which is well into its system life. Agency-wide mailing directories are not available. Industry is predicting that E-Mail messages will triple by 1995, with 78 percent of messages destined for locations other than point of origin.

Be operationally responsible for the Defense Microcomputer Forum (DMF) during FY 97 and FY 98. The DMF was established in FY 91 to sponsor a Joint Services Microcomputer Users' Group and annual microcomputer conference (replacing the redundant conferences individually hosted by each Service).

Publish DLAR 4710.8, End User Computing Policy and Procedures. This regulation will establish policy, assign responsibilities, and delineate procedures for requesting, acquiring, operating, and managing DLA end user computing resources. It is applicable to HQ DLA and all DLA field activities.

Install a local area network (LAN) (Novel 386) at DLA-D's request to integrate the management tools required by the continuing growth of DLA.

Manage the corporate Continuity of Operations Plan (COOP), which includes establishment of a corporate Mutual Interest Back-up Site (MIBS) in conjunction with a Corporate Information Engineering and Technology Center. The MIBS will serve to support all software development, non-critical processing, and disaster recovery/COOP support.

Replace mainframes at the IPCs and implement network management system software. Other planned initiatives for FY 92 include: acquiring new MVS/XA support products; implement an Ada compiler for the mainframe; and provide automated operations functions.

Begin the planning for the replacement of Gould and NP1 minicomputers which were intended for a five year life and are reaching the end of their service life. Currently the IPCs have 33 Encore (Gould) 9050 and NP1 minicomputers which perform DLA Mid-Tier Departmental processing. This works well and without immediate problems. Although processing power is adequate, input/output limitations are beginning to appear and capacity may not be available for increasing volumes of AIS work load. Gould replacement should start in 1993.

The DLA ADP/T Contracting Office (DACO) will:

Prepare documentation to acquire a logic driven automated contracting system to create contracts during FY 92. The system will be incorporated into a LAN. The contract life will be for one year plus four option years. In addition to using it within DACO, the contract will contain options to install the software at the five supply centers to enhance their ability to purchase FIP Resources in light of the increased delegation authority given to the field under the recent change to the DLAR 4105.1.

Provide connectivity to the local hosts which is essential for the conduct of business by DACO. Electronic mail, as well as the IRMS, is necessary

for the successful discharge of DACO's mission. Additional functionality is derived from the availability of the Automated Contracting System for both the purchasing section, and the policy section of DACO. With network implementation, the cultural changeover to corporate data will occur. Support from GSA's Office of Technology Assistance (OTA) has been secured. This organization is developing guidelines for the work of an 8(a) contractor, referred to as Project Element Plans (PEPs). Funding has been attended to for OTA through transferred funds from DLA. This initiative will be completed during the FY 92 time frame.

DACO has instituted a replacement program in which high reliability factors have been melded with the need for novice users to reap the benefits of more powerful systems, without the need for additional training or skills. With the maturing of the microcomputer software, supplemental hardware resources are required to ensure continued functionality at existing levels. Upgrades of existing microcomputer equipment for the hard drive space, high density floppy disk drives, graphics cards and monitors, and Central Processing Unit (CPU) chip upgrades, as well as the internal Random Access Memory (RAM) are not economically feasible. While considering the increased maintenance costs of the aging hardware, there are also reliability concerns germane to critical periods of time in which operative failure has unwarranted consequences, such as year end processing. Work delays of each hour at this phase of the buying year have disproportionate negative impacts on contract awards, the standard by which DACO's mission is measured.

Establish the Paperless Postaward Program which will provide a design of an automated system to support the postaward functions of the DACO. The system will be used to electronically distribute contractual documents to the Contracting Officer's Representatives and Contracting Officer's Technical Representatives in the field, allow individuals in the DLA PLFAs and other DLA activities to access details on existing contracts and reduce hard copy document storage requirements by migrating to a document imaging system for filing and storage of contractual documents.

Complete the revision of DLAR 4710.1, Management of Automated Data Processing and Telecommunications (ADP/T) Resource Acquisition. Major changes include: update DLAR 4710.1 based on the new Federal Information Resources Management Regulation (FIRMR, 29 April 91); consolidation of some currently separate documentation requirements, incorporation of the acquisition aspects of DLAR 4710.8, DLA End User Computing Policy and Procedures, and procedures for Administrative Management of Resource Requirements"; and to provide a separate "handbook" containing guidance and assistance in developing requirements documentation. This initiative is expected to be completed by May 1992.

Train customers to provide the knowledge needed to submit acquisition packages for contracting. This should reduce lead time due because packages will be accurate when submitted. This training will also enhance communication with customers which will result in better teamwork and possible additional streamlining.

135

The Systems Management Office (DLA-ZS) will:

Implement the Change Control Phase of the DLA ADP/T CM Program in FY 92.

Institutionalize corporate information practices and tools for rapid systems deployment. The Information Engineering and Data Management (IE/DM) Program will accomplish this strategy by providing the methodology, techniques and tools to develop data centered systems in an integrated environment more rapidly. The methodology is the "what," techniques provide the "who" in the form of detailed procedures and the tools provide the "means" for translation of requirements into applications. Putting this program in place throughout DLA requires a number of different components which must be accomplished to lay the framework for systems development. These components include training, policy updates, development of an IE Regulation, and the development of corporate data and process models.

Provide support to the Defense Commissary Agency (DeCA) which provides worldwide commissary services. DLA will perform the DeCA Central Distribution Center distribution function at three DLA depots located in the United States and Germany. Computer support will be provided at IPC Dayton.

The Consolidation Program Management Office (DLA-ZC) will:

Establish the one remaining IPC (IPC Dayton) in March 92.

Develop both a hardware and software acquisition with an expected award date of Apr 92 for hardware and Jan 93 for software to support the IPCs. Currently, DLA IPCs cannot support the increased work load using existing resources. There is not enough space within the IPCs to consider moving present CPUs, Direct Access Storage Devices (DASD), tape drives, controllers and other peripherals into the IPC computer rooms. The increased demand for processing power and telecommunications resulting from the consolidation cannot be met using existing CPUs even if there were enough manpower and space available at the IPCs.

IRM MODERNIZATION BUDGET - SEP 91 ($000)

FY92	FY93	FY94	FY95	FY96	FY97	FY98
58,636	48,803	33,397	27,874	41,424	22,516	4,060*

* - Planning figure to be refined and addressed in future editions of this plan and in future budget submissions.

APPENDIX A

PRIMARY LEVEL FIELD ACTIVITY PROFILES

DLA has four types of Primary Level Field Activities (PLFAs), located throughout the United States, providing materiel and services to the Military Services and other designated agencies, organizations and governments worldwide. The four types of PLFAs are Supply Centers, Depots, Service Centers and Defense Contract Management Districts. Locations are shown on Figure 9.

The DLA Supply Centers are responsible for materiel management of assigned commodities and items of supply relating to food, clothing, textiles, medical, chemical, petroleum, industrial, construction, electronics and general items of supply. Two of the Supply Centers also perform depot operations functions for assigned commodities via collocated Secondary Level Field Activities. The DLA Supply Centers are:

Defense Construction Supply Center Defense General Supply Center
Defense Electronics Supply Center Defense Industrial Supply Center
Defense Fuel Supply Center Defense Personnel Support Center

DLA Depots are responsible for the receipt, storage and distribution of DLA-managed material and perform other related services in support of the DoD community. The Depots are:

Defense Depot Ogden Defense Distribution Region East
Defense Distribution Region Central Defense Distribution Region West

The DLA Service Centers furnish customers with a variety of support services essential to DoD operations. The Service Centers are:

DLA Administrative Support Center Defense Reutilization and Marketing
Defense Logistics Services Center Service
Defense National Stockpile Center DLA Systems Automation Center

The Defense Contract Management Districts, which report directly to the Commander, Defense Contract Management Command, perform contract administration services for DoD organizations; United States Government Departments, agencies and corporations; foreign governments and international agencies. The Contract Management Districts are:

Defense Contract Management Command International
Defense Contract Management District Central
Defense Contract Management District Mid-Atlantic
Defense Contract Management District Northeast
Defense Contract Management District South
Defense Contract Management District West

Profiles of each PLFA follow.

DLA PRIMARY LEVEL FIELD ACTIVITIES

Figure

Defense Construction Supply Center (DCSC)
P.O. Box 3990
Columbus, Ohio   43216-5000

The more than 3,200 people who work at DCSC and Defense Depot Columbus (DDCO) fill over 3.9 million military requisitions each year. The Center and Depot buy, manage, store and ship everything from dog boots and horse harnesses to pumps and valves for nuclear submarines.

DCSC buys and manages more than 515,000 items. The Center's mission extends far beyond the limits of its name. Vehicular and weapons system repair parts make up the bulk of DCSC items. Over half the items managed are used in support of 842 weapons systems. Construction material such as lumber, pipe and fence account for only 15 percent of the items purchased. Items managed by DCSC include pumps, valves, plumbing fixtures, cranes and derricks, and warehouse equipment such as forklifts and conveyors.

DCSC fills nearly 100,000 requisitions a year for vehicular parts through its contractor operated parts depot at Defense Depot Mechanicsburg, Pennsylvania, using a commercial distribution system to provide off-the-shelf items.

Twenty other Defense activities are located at DCSC, including DDCO and the DLA Systems Automation Center (DSAC). DCSC is also the site of the Headquarters of the 83rd U.S. Army Reserve Command.

Defense Electronics Supply Center (DESC)
1507 Wilmington Pike
Dayton, Ohio   45444-5000

DESC buys nearly one million items used in weapons systems and other equipment and supplies these items to the Military Services. The Center also serves as the DoD focal point for electronic component technology. DESC's engineers and technicians develop specifications to standardize electronic parts and to increase usage in new equipment designs.

As the principal DoD buying center for electronic repair parts, DESC spends approximately $600 million on supply parts for its military customers. During the course of a year, it contracts with nearly 4,000 suppliers. Nearly half the dollars it spends go to small business firms throughout the nation.

Items furnished by DESC include resistors, capacitors, microcircuits, connectors, fiber optic devices, automatic data processing supplies, fire control and guided missile control materials, and a variety of communication equipment and components.

The Center is located at Gentile Air Force Base in Kettering, outside of Dayton, Ohio and employs 2,500 civilian and military personnel. DESC and the 13 other Federal offices at the Base collectively rank among the area's largest employers with a total work force of 3,400.

Defense Fuel Supply Center (DFSC)
Cameron Station
Alexandria, Virginia 22304-6160

DFSC provides the Armed Forces with fuels to power ships, planes, tanks and other equipment, and to heat and cool facilities. It also fills the fuel requirements of certain Federal civilian agencies.

The Center purchases more petroleum products than any other single organization in the world. DFSC's contracts account for approximately one third of the total dollars spent by DLA. The majority of DFSC purchases are for bulk fuel, purchased overseas and domestically. Bulk fuel is stored in 240 terminals worldwide for use by military units. The Center arranges contracts for fuel deliveries direct to military and civilian users' facilities through the United States and overseas. The Center also purchases coal for more than 50 military installations in the United States and Europe and for Federal buildings and prisons. Contracting includes coordinating bulk fuel deliveries via tanker, barge, rail, truck and pipeline; arranging for fuel deliveries directly into planes and ships around the globe; and establishing contracts for laboratory testing, terminal operations and fuel storage.

Support to DFSC's military customers is provided by its eight Defense Fuel Regions (DFRs). Six regions are headquartered in the United States, the other two in Europe and the Middle East. The fuel regions coordinate supply and transportation support, oversee fuel quality, inventories and the condition of fuel terminals.

Defense General Supply Center (DGSC)
Richmond, Virginia   23297-5000

DGSC manages 333,000 supply items used by the Armed Forces worldwide. It computes requirements, buys supplies and directs their storage and shipment. Supply items provided by the Center include nonpowered materials handling equipment, rubber and plastic fabricated materials, electrical hardware and supplies, and packaged fuels and chemicals. Parts provided by DGSC support more than 997 major weapons systems.

DGSC is a national inventory control point for assigned military and educational supplies. The DGSC distribution depot, the Defense Depot Richmond Virginia (DDRV), is one of the major sites where DLA supplies are stored. DGSC also supports the National Aeronautics and Space Administration (NASA) Space Shuttle Program.

DGSC employs 3,400 civilian employees and 40 military personnel, making it one of the largest employers in the Richmond area.

Defense Industrial Supply Center (DISC)
700 Robbins Avenue
Philadelphia, Pennsylvania   19111-5096

DISC procures and manages industrial hardware items for use by all United States Armed Forces worldwide.

DISC supplies over 950,000 separate items and components to the Nation's Armed Forces for use in the repair and maintenance of equipment and weapons systems such as the Trident missiles, Black Hawk helicopters, Abrams tank, Eagle and Harrier aircraft, Los Angeles class submarines, Nimitz class aircraft carriers, and certain NASA space programs.

DISC's personnel complement includes over 2,400 civilian and 324 military professionals who provide logistic support for America's defense arsenal with such items as bearings; rope; cable and fittings; fasteners; hardware; packing and gasket materials; springs and rings; metal bars, sheets and shapes; electrical wire and cable; as well as various ores, minerals and precious metals.

DISC annually procures over $425 million worth of industrial material. Each year, over 6.1 million requisitions are handled from military customers throughout the world.

Defense Personnel Support Center (DPSC)
2800 S. 20th Street
Philadelphia, Pennsylvania 19101-8419

DPSC buys and distributes to American Armed Forces worldwide the food they eat, the clothing they wear, and the medical supplies that sustain them. DPSC employs 5,500 civilian and military personnel.

Clothing and Textiles - The Center's people spend more than $1.1 billion a year procuring more than 30,000 different items ranging from camouflage battle dress uniforms and boots to tents and insignias.

Medical Materiel - DPSC buys, manages and supplies the Services' uniformed physicians with the pharmaceuticals, hospital supplies and medical equipment needed to treat both active duty and retired members of the Armed Forces and their eligible dependents. Approximately $652 million are spent annually to buy medical items ranging from aspirins to elaborate computer tomography scanning x-ray equipment.

Subsistence (Food) - The Center is the largest single institutional buyer of food in the United States. Its personnel are involved in the buying, inventory management and distribution of about $1.7 billion worth of fresh, dehydrated, freeze dried, frozen and canned food items used in dining halls, field units and on ships as well as for resale in Military Service

A-5

commissaries overseas. DPSC prepared supply Bulletins, which are open-end type contractual agreements, enable commissaries to buy another $3.1 billion of brand name food for resale in commissaries in the continental United States. DPSC also maintains contracts for dairy, poultry, meat and bakery items against which customers buy $500 million of products, bringing DPSC's total annual food procurement in support of the Armed Forces and their families to $5.3 billion.

Manufacturing - The nation's only government military clothing factory exists at DPSC to respond to the mobilization needs of the military services and to meet unplanned requirements arising during peacetime emergencies.

Defense Depot Ogden (DDOU)
Ogden, Utah   84407-5000

DDOU receives, stores, maintains and distributes electronics, industrial, medical, general, construction, clothing and textiles, package petroleums and chemicals. The primary responsibility is to the 13 Western states and the Pacific area; however, customers in all 50 states and countries around the world receive shipments from Ogden. More than 16,000 receipts and issues are handled daily; over 3,000,000 line items are received and shipped annually. Current inventory is valued in excess of $1 billion. Historically, the principal workload has consisted of small packages processed through the mechanized handling systems. Recent inventory additions of packaged petroleum, chemicals and pressurized gases have resulted in a marked increase in the handling of bulk materiels. Additional missions performed by the depot include the repair of helmets and tents and the environmental testing of microcircuits including microchips used in the F-18 aircraft and other weapons systems.

In recent years, the Depot has been undergoing an overall modernization of its facilities. These have included not only resurfacing roads, installing new siding and insulating buildings but upgrading its people-oriented facilities to improve the quality of work life. In addition to plans to improve and expand the storage and retrieval systems by 1992, a new headquarters facility consolidating 12 separate elements is to be constructed.

DDOU was named DLA's Model Installation for 1986 in the DoD's Model Installation Program. Since the beginning of the program in 1985, more than 600 proposals submitted by Depot personnel have been approved, yielding estimated savings of nearly $1 million.

DDOU has approximately 1,800 civilians and 200 military personnel.

Defense Distribution Region Central (DDRC)
Memphis, Tennessee   38114-5297

DDRC stores and distributes supplies to all U.S. military and some civilian agencies, primarily in the southcentral United States, but also in the Caribbean and other locations worldwide.

DDRC stocks include food, clothing, electronic items, petroleum products and construction, industrial and medical supplies. This inventory is valued at more than $1 billion. DDRC annually ships 175,000 tons of goods worth over $936 million.

DDRC is highly computerized and mechanized. Its computers operate 24 hours a day, seven days a week.

DDRC is located within two miles of the center of Memphis. With its 110 buildings, 26 miles of railroad track and 28 miles of paved roads situated on 642 acres of land, it is a city within a city. It has about 5.5 million square feet of covered storage.

DDRC employs approximately 2,200 civilians and 16 military personnel.

DDRC is assuming the Distribution Supply Center functions for:

    Red River Army Depot
    Pensacola Navy Depot
    Jacksonville Navy Depot
    Warner Robbins Air Force Depot
    San Antonio Air Force Depot
    Oklahoma City Air Force Depot
    Albany Marine Depot
    Anniston Army Depot
    Corpus Christi Army Depot

Defense Distribution Region East (DDRE)
New Cumberland, Pennsylvania   17070

DDRE is responsible for receiving, warehousing, issuing and shipping supplies to the Army, Navy, Air Force and Marine Corps. The commodities supplied include medical, clothing and food items, construction supplies and equipment and industrial materiel. The depot also provides name brand semi-perishable food items to approximately 80 Army and Air Force commissaries in Europe. Air shipments of medical supplies for the Army are made daily. DDRE ships primarily to installations in the northeast United States and in Europe, Iceland, Greenland, Newfoundland, the Middle East, Mediterranean and the Azores. DDRE is the only depot which ships supplies to DoD Dependent Schools in Europe. As part of the contractor operated parts depot mission DDRE packs and ships contractor-supplied automotive parts. DDRE also operates a

Container Consolidation Point for the Air Force. DDRE is one of two depots which assembles Tray Pack rations. DDRE also builds medical assemblies ranging in size from first aid kits to thousand bed mobile hospitals.

DDRE employs approximately 1,500 civilians and 17 military personnel.

Defense Distribution Region West (DDRW)
Tracy, California   95376-5000

DDRW is headquarters for DLA's distribution system for military supplies on the West Coast. DDRW is made up of various sites and depots (identified below) which receive, store and issue supplies common to all the Military Services. These include semi-perishable food, medical supplies, packaged petroleum products, clothing, electronic and construction items. Supplies are issued to military units in California, the Southwest and the Pacific.

DDRW was established as part of the implementation of DMRD 902, Consolidation of Defense Supply Depots. DDRW consolidates the functions of:

    Defense Depot Tracy
    Sharpe Army Depot
    Sacramento Army Depot
    Sacramento Air Logistics Center
    Naval Supply Center Oakland

DLA Administrative Support Center (DASC)
Cameron Station
Alexandria, Virginia   22304-6130

DASC provides administrative support to more than 4,000 DLA personnel in the greater Washington D.C. metropolitan area. The services performed by DASC include Civilian Personnel, Publications, Presentation Materials and Installation Services.

DASC's Telecommunications and Information Systems Office provides ADP hardware maintenance and program development for the numerous personal computers as well as mainframe capability. It also manages telephone, teletype and facsimile transmission systems.

DASC's other offices provide services such as budget planning and productivity enhancements, and also manage equal employment opportunity and other personnel-oriented programs.

Defense Logistics Services Center (DLSC)
Federal Center
Battle Creek, Michigan   49017-3084

DLSC is responsible for the world's largest logistical data management operation, the Federal Catalog System (FCS). The Center processes descriptive and technical information on almost 6,000,000 military supply items ranging from nuts and bolts to space vehicles and assigns a national stock number (NSN) to each item.

Using a specially tailored universal logistics language, DLSC identifies supply items and the users and managers of each item. This information is used for the procurement, shipping, storage, use and disposal of supplies. Although one of the largest data bases in the Federal government, data can be located by distant military users in a matter of seconds via on-line terminals.

DLSC also produces more than 500 publications annually, prints nearly 300 million microfiche and answers questions by telephone from customers worldwide.

The Center administers the program which allows certified contractors of the United States and Canada access to those countries' military technical data and supports the North Atlantic Treaty Organization Codification System.

The customer support mission performed by DLSC includes NSN assignment, part number cross reference, mass data retrieval, publication development and distribution, customer support and FCS training. DLSC provides these services to all the Military Services, other Federal agencies, the private sector and foreign governments. DLSC products are used at all levels within the logistics community including provisioners, catalogers, supply support personnel, warehousemen and field personnel.

Defense National Stockpile Center (DNSC)
1745 Jefferson Davis Highway
Crystal Square Building #4, Suite 100
Arlington, Virginia 22202

DNSC manages the nation's reserves of strategic and critical materials that the United States maintains to reduce its dependence on foreign sources in times of national emergency. The Center is authorized to procure and dispose of materials, which sometimes involves buying and selling commodities on international markets.

Acts as the principal staff advisor and assistant to the Director, DLA and other staff elements on all DLA matters relating to the National Defense Stockpile Program including:

- Acquisition of the necessary stockpile materials as authorized.

- Provision of storage, maintenance and security of stockpile materials.

- Accomplishment of necessary refining or upgrading of stockpile materials to put them in the form most suitable for stockpile purposes.

- Accomplishment of necessary rotation of stockpile materials.

- Disposal of excess materials as may be authorized.

- Administration of the Jewel Bearing Program.

Defense Reutilization and Marketing Services (DRMS)
Federal Center
Battle Creek, Michigan 49017-3092

DRMS provides support to the armed forces in reutilizing excess materiel and selling materiel that is surplus to their needs. By matching excess assets with requirements through a computerized system, materiels are transferred and reused within DoD. Each year DRMS handles, through reutilization, donation or sale, materiel with an acquisition cost in billions of dollars. It also sells as scrap hundreds of thousands of tons of metal. Money from surplus sales is returned to the U.S. Treasury.

Individual reutilization and marketing offices (DRMOs) are located on or near military installations throughout the world. DRMOs receive, classify, segregate, account for and report excess materiel for screening, lotting, merchandising and sales. DRMS manages more than 130 DRMOs and 84 off-site branches in the United States and 19 foreign countries.

DRMS sells DoD excess property to friendly foreign and allied governments through the Foreign Military Sales program. These sales have produced significant returns to the U.S. Treasury and contribute to national security objectives.

If the military services or foreign governments have no need for the excess materiel, it is made available to other Federal agencies. Property which survives government screening is declared surplus and then becomes available for donation to eligible recipients such as state or local governments. The remaining materiel is sold to the public on a competitive basis through national and local sales.

DLA Systems Automation Center (DSAC)
P.O. Box 1605
Columbus, Ohio   43216-5002

DSAC develops and maintains the automated data processing and telecommunications systems of DLA's activities. These systems are used by DLA Depots, Supply Centers, Service Centers and Contract Management Districts to buy, store and ship goods and in the performance of services basic to the materiel readiness of the Armed Forces.

Supply Systems - DSAC designed and serviced automated systems facilitate the procurement and supply of food, repair parts, clothing, electronic items, fuel and general supplies to military units worldwide. DLA Supply Centers and Depots rely heavily upon the computerized, automated systems to buy, store and distribute to the Armed Forces $12 billion of materiel annually.

Contract Administration - Systems created by DSAC enable DLA contract administrators to monitor defense contracts and pay contractors throughout the Defense Contract Management Districts.

Logistics Services - DSAC designed systems also support the reutilization and marketing of excess military material worldwide and the maintenance of equipment used by manufacturers in support of mobilization.

Defense Contract Management Command International (DCMCI)
Area C, Building 1
Wright-Patterson AFB, OH   45433-5000

DCMCI provides management direction and control over contract management functions at contractor plants and government installations and in geographic areas outside the continental United States. It ensures economical, effective and efficient administration of modifications and programmed depot maintenance contracts, new production contracts, foreign military sales contracts and other contracts in assigned plants and areas.

Defense Contract Management District Central (DCMDC)
O'Hare International Airport
P.O. Box 66475
Chicago, IL   60666-0475

DCMDC administers defense contracts of firms in the central United States, including Indiana, Wisconsin and northern Illinois.

The District's personnel serve as on-site agents for the buying offices of the Military Services, Defense agencies and certain civil agencies. District personnel ensure that material accepted for the Government conforms to the

terms and specifications contained in the contract. Their principal concerns are product quality, on-time deliveries and contractor payments. The products with which they are concerned may be weapons systems and their components or consumable items such as food, clothing and munitions.

Among financial services they provide are reviews of contractors' insurance and pension systems to ensure charges to the Government are appropriate.

DCMDC aggressively seeks to increase small businesses' participation in Government contracting.

Defense Contract Management District Mid-Atlantic (DCMDM)
2800 S. 20th Street
Philadelphia, PA   19101-7478

DCMDM administers government contracts with firms in Mid-Atlantic states, including Delaware, Maryland, Pennsylvania, Virginia, West Virginia, southern New Jersey and the District of Columbia. It manages contracts after award by the Military Services, Defense agencies and certain civil agencies.

The District's principal functions are contract management, production schedule surveillance, quality assurance of materiel and contractor payments. Contract management functions include surveying potential contractors' ability to perform government contracts, negotiating overhead rates, reviewing price proposals, administering government property on loan to contractors, negotiating contract changes and settling the terms of contract terminations. Quality assurance representatives evaluate and verify contractor quality programs or inspection systems and make final inspection and acceptance of material.

Headquartered in Philadelphia, the district covers offices in locations such as Baltimore, Maryland, and Philadelphia, Pittsburgh and Reading, Pennsylvania, and other locations. It has offices in the plants of firms producing major defense systems.

Defense Contract Management District Northeast (DCMDN)
495 Summer Street
Boston, MA   02210-2184

DCMDN is home of some of the Nation's largest defense contractors. Many of the contracts are for electronics items, reflecting the concentration of high technology manufacturers within the District.

The District's personnel are primarily concerned with on-time deliveries, product quality and paying contractor bills. They represent a diverse mix of disciplines; contract administrators, quality assurance and industrial specialists, accountants, price analysts, engineers and lawyers.

Quality assurance personnel are stationed in contractor plants, while others travel millions of miles annually to monitor quality systems in a number of plants and accept products for the government.

DCMDN organizations developed the Defense Contractor Alert List, now used Agency-wide to alert buying commands of contractors who consistently perform poorly. The DCMDN is proud of this and other successful initiatives such as the substantial gains made in awarding subcontracts on a competitive basis and reductions in the amount of nonconforming material accepted from contractors.

Defense Contract Management District South (DCMDS)
805 Walker Street
Marietta, GA   30060-2789

DCMDS personnel serve in or near contractors' plants, as on-site agents for the buying offices of the Military Services, Defense agencies and certain civil agencies. The men and women of DCMDS ensure that material accepted for the government conforms to the terms and specifications contained in the contract. Their principal concerns are product quality, on-time deliveries and pricing.

The products with which DCMDS is concerned may be weapons systems or components, overhaul and repair of military aircraft, or consumable items such as food, clothing and munitions.

Upon request of the buying officer, DCMDS will assess a firm's potential capability to fulfill a specific contract. Once the contract is executed, DCMDS provides oversight of the contractor's performance. Its people monitor compliance with contractual terms, negotiate contract changes or resolve problems as they arise in the course of the contract, and make payments to the contractor.

To carry out its wide-ranging mission, DCMDS employs civilian and military personnel. Most are employed in the District's widespread field offices or assigned to a specific contractor's facility.

Defense Contract Management District West (DCMDW)
222 N. Sepulveda Boulevard
El Segundo, CA   90245-4320

DCMDW administers government contracts. It provides contract management to the Military Services, DLA, NASA, and other agencies.

District personnel administer procurements of diverse material, from missiles and space vehicles to medical and food items. This material includes electronics commodities, military vehicles, munitions, petroleum, chemicals and lumber.

The District's principal functions are contract management, quality assurance of material and contractor payments.

Contract management functions include monitoring production schedules, reviewing contractors' cost and pricing methods and their procurement systems, and negotiating contract changes.

Quality assurance representatives evaluate and verify contractor quality programs or inspection systems and make final inspection and acceptance of material.

Headquartered in El Segundo, California, adjacent to the Los Angeles International Airport, the District's offices include El Segundo, San Francisco, San Diego, Santa Ana and Van Nuys in California; Seattle, Washington; and other locations, as well as plant offices in key contractor plants.

APPENDIX B

MAJOR AUTOMATED INFORMATION SYSTEM PROFILES

Following is a summary of the major standard automated information systems (AISs) that support the Defense Logistics Agency's (DLA's) mission. These are the 13 initial systems identified for DLA Automated Information System Review Council (DAISRC) review and are the baseline systems from which DLA will move to accomplish the modernization necessary to meet functional priorities. Figure 12 shows the AISs and their related business areas and functions.

1. **Automated Payroll, Cost and Personnel System (APCAPS)** is an integrated multi-function resource management system designed to use common source data between functional areas. The system provides a single data reference point for civilian payroll, personnel, labor costing, general ledger accounting and manpower reporting. APCAPS is an on-line, integrated system that is General Accounting Office approved and responsive to changes. It provides functional managers and Agency mission decision makers access to timely and accurate data to enable them to manage effectively and efficiently and comply with external reporting requirements. In addition to DLA, APCAPS has external users including the Defense Contract Audit Agency (DCAA), Defense Information Systems Agency (DISA), The Executive Office of the President (EOP), the Defense Finance and Accounting Service (DFAS) and Defense Commissary Agency (DeCA).

2. **Base Operations Support System (BOSS)** is an integrated on-line system which supports the management of retail level supplies, rentals and services. BOSS automates and integrates supply functions including movement of hazardous material, contracting and financial transactions for base supply operations. BOSS is also used to support the United States Naval Academy and the Department of Defense Dependent Schools.

3. **Defense Automatic Addressing System (DAAS)** is an automated system used by the two Defense Automatic Addressing System Offices (DAASOs) for routing logistics data traffic. DAAS edits data elements in logistics documents for conformance with standard DoD procedures and generates, as required by the Services and other government agencies, Logistics Information Data Services Reports. The Defense Activity Address Directory (DoDAAD) and the Military Assistance Program Address Directory (MAPAD) are maintained by the DAASOs. Operated at the DAASOs is the International Logistics Communications System for Foreign Military Sales customers for the electronic transmission of requisitions by member countries. DAAS Automated Data Processing Equipment Replacement Program (DARP) is the DAAS modernization program to replace and upgrade the hardware and software.

4. **Defense Reutilization and Marketing Automated Information System (DAISY)** is a property accounting system designed to process property through the necessary disposal steps and account for excess and surplus personal property as well as hazardous materials from receipt to disposition. DAISY accounts for the receipt, storage and issue of DoD excess or surplus personal property, and is used to effect the reutilization, transfer or donation of property. DAISY provides manifest tracking from receipt to

disposal. The system also performs the marketing and sales contracting functions for the Defense Reutilization and Marketing Service (DRMS). It provides management information in support of the DRMS mission and the capability to manage special programs. DAISY is a real time, interactive system which provides automated access to the end user with a three-tiered distributed architecture.

5. **Defense Fuels Automated Management System (DFAMS)** is an automated system for the management of DoD petroleum products. It is a fully integrated materiel management system which handles all aspects of fuel management from requirements identification to contract closing. Major system improvements are concentrating on Post, Camps and Stations; Electronic Data Interchange (EDI) with industry using national and international standards; decentralizing operations to the regional level for war time contingency operations; and automated voucher examination and distribution.

6. **Defense Logistics Information System (DLIS)** is a large scale random access mainframe system which maintains the National Stock Number data base. The system is located in Battle Creek, Michigan, within the Defense Logistics Services Center (DLSC). DLIS is a worldwide system used by the Military Services, DLA Centers, other DoD activities, civilian agencies, North Atlantic Treaty Organization countries and other friendly foreign governments. On-line access to the DLIS Total Item Record master file is provided through the Logistics Remote Users Network system. The DoD Major AIS Review Council (MAISRC) program for the modernization of DLIS and a small AIS (Military Engineering Data Asset Locator System (MEDALS)) is called DLSC Modernization. This effort replaces hardware, system software, application software, data base and telecommunications. The system includes system security software to achieve the C2 Level of Trust mandated by 1992 by DoD. Hazardous Materials Information System (HMIS) is also a stand-alone system which will be accessible through DLIS via a gateway.

7. **Defense Industrial Plant Equipment Center (DIPEC) System.** DIPEC supports DoD, the Military Services, other Government agencies and industry by providing automated support of Industrial Plant Equipment (IPE). DIPEC encompasses three major mission functions: the inventory management, maintenance and storage of IPE.

8. **Defense Integrated Subsistence Management System (DISMS)** supports worldwide perishable/semi-perishable subsistence specification items intended for troop issue and perishable/semi-perishable commissary resale items with distribution, requirements, procurement, financial inventory, funds control and billing process. Development is underway on the distribution, billing and stock fund increments which will provide a financially certifiable system.

9. **DLA Standard Automated Transportation System (DSATS)** provides uniform transportation management processes to be used in AISs in support of various functional groups. DSATS provides a concept by which all AISs will be examined to determine the degree to which transportation standardization can take place. The purpose of DSATS is to prevent

duplication of development effort and control redundancy in the design of new automated transportation subsystems. The following are some of the subsystems of DSATS.

Transportation Automated Management System (TRAMS) automates the performance analysis of distribution systems, traffic patterns, contractual requirements, cargo characteristics, contractor performance and other transportation contract elements necessary for effective traffic management. It also uses data from tender and mileage data bases to determine all carriers for a shipment. It ranks them, in ascending cost order, for the abettor to make a selection of the low cost carrier. It prepares automated Government Bills of Lading (GBLs) and provides automated data base queries and Electronic Data Interchange (EDI) capability with supported contractors and carriers.

Defense Subsistence Office Automated Transportation System (DSOATS) automates and laser prints GBL Continuation Sheets for 22 Defense Subsistence Offices (DSOs). It also automates GBL registers, carrier loading schedules and all MIS Traffic Management Reports for Defense Personnel Support Center (DPSC) as well as the DSOs.

DLA Pre-Award Contracting System (DPACS) Enhanced will be developed for SAMMS commodities so that bid evaluations can be performed automatically, without increasing pre-award lead time. The system will compute transportation factors for comparison of Free on Board (FOB) Destination, FOB Origin and FOB Regional Freight Consolidation Center site bids to arrive at the lowest delivered cost per item.

10. **Defense Distribution System (DDS)** is a direct result of Defense Management Review Decision (DMRD) 902, Consolidation of Depots. DDS is a consolidation of the DLA Standard Warehousing and Shipping Automated System (DWASP) and the Navy's system. DWASP standardizes the information processing and management functions while the Navy system standardizes the process control functions. When possible, other component software will be used to maximize the efficiency of the system.

11. **Equipment Management and Control System (EMACS)** is a uniform management system which encompasses the administrative control, maintenance, utilization, reporting and disposition of DLA operating equipment.

12. **Mechanization of Contract Administration Services (MOCAS)** is used by the Defense Contract Management Districts (DCMDs) and Defense Finance and Accounting Service (DFAS) in the administration and payment of supply and services contracts. It provides and maintains contractual data and provides buying, funding and receiving activities contract data, management and operational data describing contract delivery schedules, quality problems, quality workload, shipments, contractual actions, financial status, contractor payments and contract closing data. It also computes contractor entitlements and disburses payments to contractors, prepares financial reports for the Military Services and U.S. Treasury.

13. **Standard Automated Materiel Management System (SAMMS)** supports the DLA integrated materiel management mission with automated functions for distribution, requirements, supply control, contracting, acquisition support, financial management, accounting and billing, contractor payment and cataloging processes. Planned SAMMS deployments include the DLA Pre-Award Contract System (DPACS), Modernized Parts Control Automated Support System (MPCASS), Automated Inventory Manager Support (AIMS), Postaward Modernization, Cataloging Tools On-Line (CTOL), Logistics Reassignment Automation, Contractor Technical Data File, Small Purchase Electronic Competitive System, On-Line Acquisition Regulation System, Emergency Supply Expert System (ESEX), Commodity Oriented Procurement System Support (COPSS) and Consumable Item Transfer (CIT) support, Defense Finance and Accounting Service (DFAS) support and Engineering Data Management Information and Control System (EDMICS). An ongoing SAMMS improvement will provide a data base software package for the various SAMMS decision support applications.

BACKGROUND
DLA AIS Environment

Figure 10

B-5
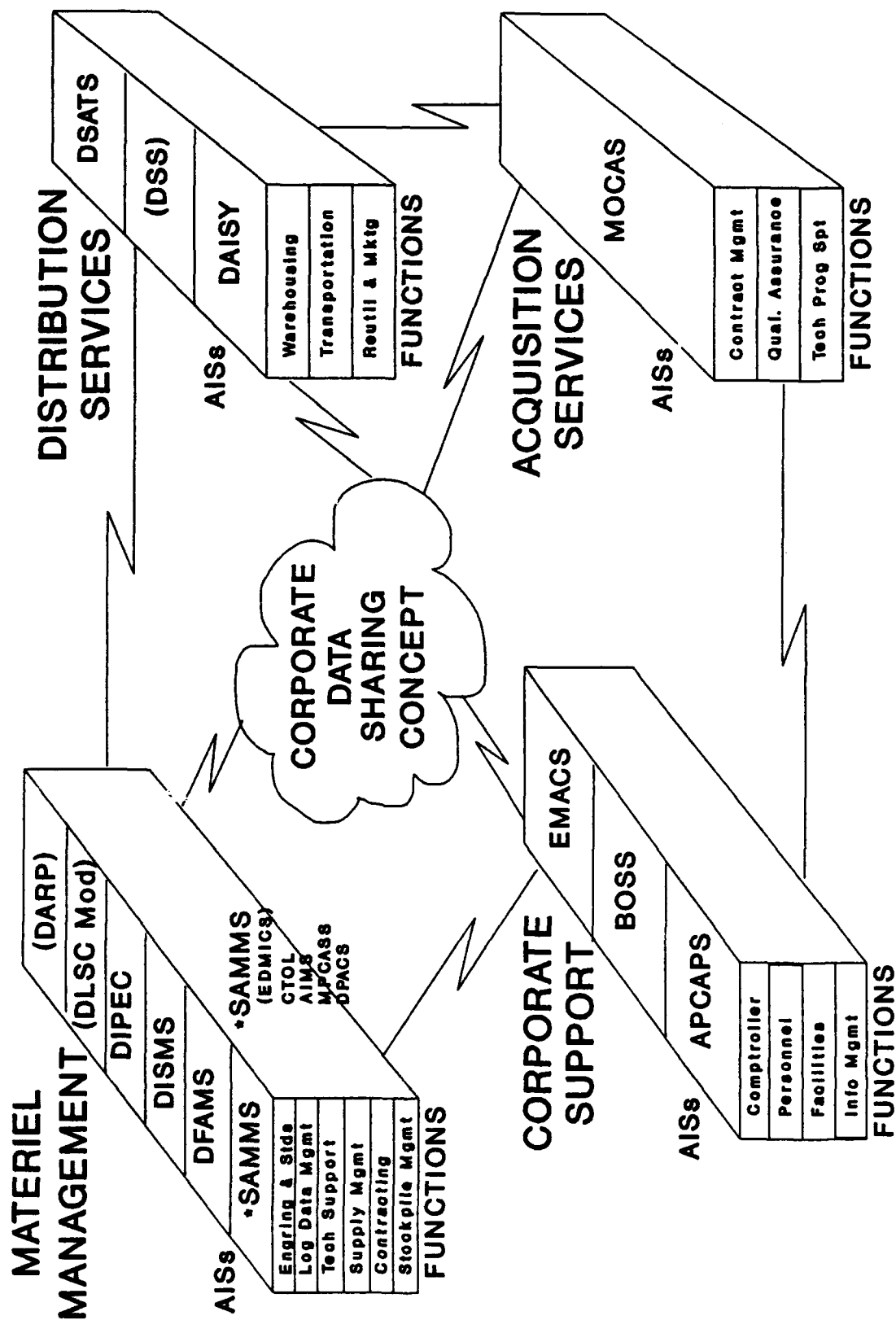
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APPENDIX C

INFORMATION PROCESSING CENTER PROFILES

As a result of the implementation of DMRD 924, Consolidation of ADP Operations and Design Centers, DLA is consolidating its 23 data processing installations (DPIs), located at a number of its field activities, to six Information Processing Centers (IPCs), with functional and organizational processing and support responsibilities. Locations and proposed Automated Information System (AIS) support assignments are shown in Figure 11. Five of the six centers are established. IPC Dayton is scheduled to be established in March 1992.

The process of transitioning AISs from the DPIs to the IPCs was approximately 50 percent complete by the end of FY 91 and is continuing. Sites not designated to host IPCs will lose their mainframe processing capability as their workload is transferred to the IPCs.

Coincidental with the consolidation of DPIs to IPCs, there will be a significant influx of new workload into each of the major DLA AISs. The primary drivers of this workload are: (1) depot consolidation, (2) transfer of over one million items of supply from the military services to DLA for management, (3) providing pay and personnel services for non-DLA activities, and (4) the assumption of payment of all contracts managed by the Defense Contract Management Command (DCMC).

Profiles of the IPCs follow.

PROPOSED PROCESSING
(AUTOMATED INFORMATION SYSTEMS)

DLIS
DAISY
MEDALS

DISMS
SAMMS (MED)
SAMMS (CL&TXT)

DORAN   SAMMS
ARMS   DTICSS
DFAMS   HQ-MIS

APCAPS
MOCAS

DAAS   ILCS
DIPEC   CDCP
DEPRA   PPP
APCAPS

BOSS
BOSS (DODDS)
DDS

Battle Creek
Columbus
Dayton
Richmond
Philadelphia
Ogden

★ INFORMATION PROCESSING CENTER
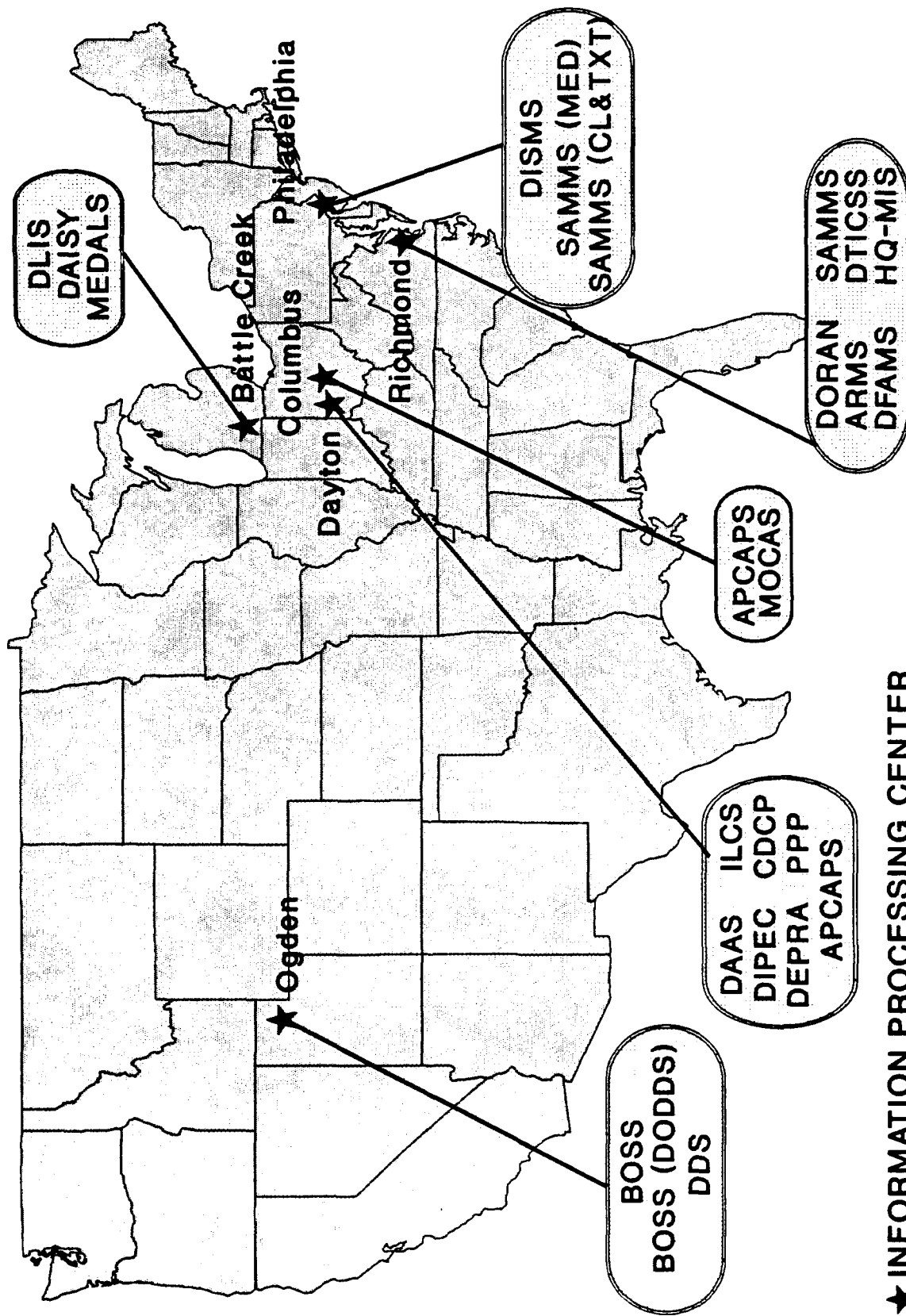
Figure

Information Processing Center Battle Creek
Battle Creek, Michigan

IPC Battle Creek is a Secondary Level Field Activity, subordinate to Defense Logistics Services Center (DLSC). IPC Battle Creek has three directorates. The Directorate of ADP/T Operations is responsible for operating IPC Battle Creek computers and telecommunications equipment. The Directorate of Technology and Telecommunications provides technical support for ADP operating system and telecommunications management, data base administration, capacity management, ADP equipment acquisition planning, and microcomputer systems administration. The Directorate of AIS Management ensures the utility AISs run properly and produces the required outputs.

IPC Battle Creek is home to the Defense Logistics Information System (DLIS) which supports the Federal Catalog System (FCS). IPC Battle Creek also supports the Defense Reutilization and Marketing Service (DRMS) and provides automated data processing support for the DLA Systems Automation Center Directorate of Reutilization and Marketing Management Systems (DSAC-N).

AISs assigned to IPC Battle Creek are Defense Logistics Information System (DLIS), Defense Reutilization and Marketing Service Automated Information System (DAISY), and Military Engineering Data Asset Locator System (MEDALS).

Key hardware includes one IBM 3081, with 24 mb memory and 16 channels

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Information Processing Center Columbus
P.O. Box 1605
Columbus, Ohio   43216-5002

IPC Columbus provides support for Contract Management and Pay/Personnel Services for DLA. Ultimately all DLA employees and all contracts managed by the Defense Contract Management Command (DCMC) will be paid out of IPC Columbus.

Under the direction of the Assistant Director, Office of Information Systems and Technology, IPC Columbus accomplishes automated data processing/telecommunications (ADP/T) procedures, resources and activity, automated information system (AIS) and office automation programs. The AISs include Automated Payroll, Cost and Personnel System (APCAPS), Mechanization of Contract Administration Services (MOCAS) and the financial subsystem (vendor payments) of Standard Automated Materiel Management System (SAMMS). IPC Columbus is responsible for the overall operational execution of installed ADP/T systems and equipment and for providing ADP/T hardware and software technical support and design and development services.

IPC Columbus also supports the Defense Construction Supply Center (DCSC) and the Defense Depot Columbus (DDCO). These workloads are scheduled to move to other DLA processing sites.

APCAPS and MOCAS run at IPC Columbus in support of Defense Finance and Accounting Service (DFAS).

The SAMMS workload is tentatively scheduled to be transferred to IPC Richmond in FY 92. Defense Distribution System (DDS) and Base Operations Support System (BOSS) workloads will eventually be absorbed by IPC Ogden.

For the next two to three years, the major activity at IPC Columbus will revolve around completion of the ADP consolidation for MOCAS and APCAPS.

IPC Columbus has been designated one of the two DLA Repair Facilities (DRFs) for in-house maintenance of end user computing systems.

Key hardware includes:

- two HDS 9080s, each with 64mb memory and 32 channels
- two AMDAHL 5870s, each with 64mb memory and 32 channels
- two AMDAHL 5880s, each with 64mb memory and 32 channels

Information Processing Center Dayton
Dayton, Ohio

IPC Dayton, which is scheduled to replace the former Office of Telecommunications and Information Systems for Defense Electronics Supply Center (DESC), will support Automated Payroll, Cost and Personnel System (APCAPS) processing for non-DLA customers, including the Executive Office of the President (EOP), the Defense Contract Audit Agency (DCAA), the Defense Finance and Accounting Service (DFAS) and the Defense Commissary Agency (DeCA). This represents over 38,000 accounts.

Tremendous growth is predicted over the next five years. Presently about 40,000 employee accounts are serviced; this is expected to grow to over 235,000 by the end of 1993.

IPC Dayton will initially support two AISs that will transition to other IPCs. Standard Automated Materiel Management System (SAMMS) for DESC currently manages almost 974,000 items. The Consumable Item Transfer (CIT) will cause this to increase by an estimated 242,000 items before the SAMMS mission transfers to IPC Richmond. Base Operations Support System (BOSS) will transfer to IPC Ogden.

Other AISs proposed for assignment to IPC Dayton include Defense Automatic Addressing System (DAAS), Defense Program for Reutilization of Assets (DEPRA), International Logistics Communication System (ILCS), Central Data Collection Point (CDCP).

Key hardware includes: - Two AMDAHL V8s, with 16mb memory and 16 channels
- Two AMDAHL 5870s, with 64mb memory and 32 channels

Information Processing Center Ogden
Ogden, Utah

IPC Ogden was formerly the Office of Telecommunications and Information System of the Defense Depot Ogden, Utah (DDOU).

IPC Ogden currently supports DDOU and DLA Systems Automation Center (DSAC)-H processing of Automated Payroll, Cost and Personnel System (APCAPS), Base Operations Support System (BOSS), DLA Warehouse and Shipping Procedures Systems (DWASP) and DWASP Test. The APCAPS workload will be transferred to IPC Columbus, the BOSS and DWASP workload and the DSAC-H workload will remain.

IPC Ogden has been assigned Defense Distribution System (DDS)/Distribution Standard System (DSS). Consolidation of DDS will bring processing of all DLA Depots into IPC Ogden. DLA depot consolidation will be followed by assumption of responsibility for all DoD Supply Depots.

IPC Ogden has been designated one of the two DLA Repair Facilities (DRFs) for in-house maintenance of end user computing systems.

Key hardware includes:

- two IBM 3081s, each with 24mb memory and 16 channels
- one IBM 4381, with 16mb memory and 12 channels.

Information Processing Center Philadelphia
Philadelphia, Pennsylvania

IPC Philadelphia, formerly the Office of Telecommunications and Information Systems of the Defense Personnel Support Center (DPSC), supports major AISs including Automated Payroll, Cost and Personnel System (APCAPS); Mechanization of Contract Administration Services (MOCAS); Base Operations Support System (BOSS); Standard Automated Materiel Management System (SAMMS); and Defense Integrated Subsistence Management System (DISMS) run at IPC Philadelphia supporting DPSC, and the DLA Systems Automation Center (DSAC) Directorate of Subsistence Management Systems (DSAC-V). The APCAPS and MOCAS workload will be transferred to IPC Columbus, the BOSS workload will be transferred to IPC Ogden and the DSAC-V workload will remain.

The major AISs that will be processing at IPC Philadelphia are SAMMS Clothing and Textiles, SAMMS Medical and DISMS.

Key hardware includes:

- AMDAHL 5860, with 32 mb memory and 16 channels
- AMDAHL 5880, with 64 mb memory and 32 channels
- AMDAHL 5870, with 64 mb memory and 32 channels
- AMDAHL 470/V8, with 16 mb memory and 16 channels

Information Processing Center Richmond
Richmond, Virginia

IPC Richmond is the former Office of Telecommunications and Information Systems of the Defense General Supply Center (DGSC). IPC Richmond supports Standard Automated Materiel Management System (SAMMS) for DGSC and Defense Distribution System (DDS) for Defense Depot Richmond (DDRV). In addition IPC Richmond supports Base Operations Support System (BOSS), Parts Control Automated Support System (PCASS), DoD Dependent School Systems, and the DLA Operations Research Office (DORO).

Consolidation will see IPC Richmond absorbing the SAMMS workload currently performed at the hardware centers (Defense Construction Supply Center (DCSC), Defense Electronics Supply Center (DESC) and Defense Industrial Supply Center (DISC)). Consolidation will also result in the DDS and BOSS workloads being transferred to IPC Ogden.

Additional workload will be generated by the Consumable Item Transfer (CIT) scheduled to take place over the next three years. CIT will result in IPC Richmond assuming responsibility for almost 270,000 additional items of supply currently managed by the Services. This transfer began in 1991 and will continue through 1993.

All workload currently supported at the DLA Administrative Support Center (DASC) at Cameron Station, Virginia, will migrate to this site.

Other AISs assigned to IPC Richmond include DLA Operations Research Analysis Network (DORAN), Automation Resources Management System (ARMS), Headquarters Management Information System (HQ-MIS), and Defense Fuel Automated Management System (DFAMS).

Key hardware includes two AMDAHL 5880s, each with 64mb memory and 32 channels.

APPENDIX D

DEFINITIONS

Automated Information System (AIS) - A collection of functional users, automated data processing personnel, procedures and equipment, including Federal Information Processing equipment, which is designed, built, operated and maintained to collect, record, process, store, retrieve and display information.

Central Design Activity (CDA) - An organization which develops, maintains and modifies applications software for its customers and has an operating budget greater than $5M per year.

Communications Security (COMSEC) - Systems, services and concepts that constitute protective measures taken to deny unauthorized persons information derived from telecommunications of the United States Government related to national security and to ensure the authenticity of any such communications.

Data Administration - The management and control of information as a corporate asset.

Data Base - A collection of integrated files and relationships between records in those files which includes within itself a description of its own structure which is distributed across application programs.

Data Base Management System (DBMS) - The software product that provides a data structure containing unrelated data sorted so as to optimize accessibility, control redundancy and offer multiple views of the data to multiple application programs.

Data Dictionary - A centralized repository of information about data such as meaning, relationships to other data, origin, usage and format. It assists management, data base administrators, system analysts, and application programmers in effectively planning, controlling and evaluating the collection, storage and use of data.

Data Element - A unit of information used to describe data, characteristics and attributes.

Federal Information Processing (FIP) Resources - Any equipment or interconnected system or subsystems of equipment that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information by or under contract with a Federal agency. Such items include computers; ancillary equipment; software, firmware, and similar products; services, including support services; and related resources as defined by regulations issued by GSA. Includes FIP equipment, software, services, support services, maintenance, related supplies, and systems.

Federal Telecommunications System (FTS) - The umbrella of local and long distance telecommunications services, including FTS2000 long distance services, provided, operated, managed or maintained by General Services Administration for the common use of all Federal agencies and other authorized users.

Information - Any communication or reception of knowledge such as facts, data or opinions, including numerical, graphic or narrative forms, whether oral or maintained in any medium, including computerized data bases, paper, microform, disc or magnetic tape.

Information Architecture - An information architecture documents the information requirements, flows and system interfaces showing how individual systems fit together to form a comprehensive whole. The architecture provides a description of the current, planned, and target situation within an organization and forms the basis for developing specific program plans and actions.

Information Engineering (IE) - A set of disciplines which structures information resources so as to maximize their support of the business requirements of an organization.

Information Management - The overall management and control of the investment information, including identification and sharing of management information needs; ensuring standardization, control, security and integrity of data stored or manipulated; statistical and records management activities; and the privacy of records and freedom of information.

Information Resources Management (IRM) - The planning, budgeting, organizing, directing, training, promoting, controlling, and management activities associated with the burden, collection, creation, use, and dissemination of information by agencies, and includes the management of information and related resources such as Federal Information Processing (FIP) resources.

Information Resources Management (IRM) Activity - A task that an organization is accomplishing or plans to accomplish that is related to the IRM Program. IRM activities include, but are not limited to, automated information system (AIS) life cycle management; AIS strategic planning; data administration; reports, records, and forms management; information collection and dissemination; and the application and use of information technology.

Information Resources Management (IRM) Program Management - The overall management and control of IRM activities including the development and implementation of IRM policies and programs.

Information Technology - The hardware and software used in connection with information processing, regardless of the technology involved, whether computers, telecommunications, micrographics, office automation, or others.

APPENDIX E

ACRONYMS

AAC	Acquisition Advisory Council
AAS	Appropriated Accounting System
ACP	Acquisition Configuration Plan
ACPDB	Automated Civilian Personnel Data Bank
ADP	Automated Data Processing
ADPE	Automated Data Processing Equipment
ADP/T	Automated Data Processing/Telecommunications
AEP	Acquisition Execution Plan
AI	Artificial Intelligence
AIMS	Automated Inventory Manager Support
AIS	Automated Information System
AMIS	Acquisition Management Information System
AMRD	Automated Mishap Reporting System
AOB	Annual Operating Budget
APCAPS	Automated Payroll, Cost and Personnel System
ARC	Automated Recycling Center
ARMS	Automation Resources Management System
ASAC	Automated System for Army Commissaries
ASCII	American Standard Code for Information Interchange
ASD	Automated Standards Data
ASO	Aviation Supply Office
AUTOBUS	Automated Budget System
AUTODIN	Automated Digital Network
BOSS	Base Operations Support System
BRAC	Base Realignment and Closure
CAGE	Contractor and Government Entity
CALS	Computer Aided Acquisition and Logistic Support
CAO	Contract Administration Office
CASE	Computer Assisted System Engineering
CDA	Central Design Activity
CDAS	Contracting Decision Analysis System
CDC	Central Distribution Center
CDCP	Central Data Collection Point
CDCS	Customer Depot Complaint System
CD-ROM	Compact Disc Read Only Memory
CIM	Corporate Information Management
CIT	Consumable Item Transfer
CM	Configuration Management
CMP	Configuration Management Plan
COBOL	Common Business Oriented Language
COMPASS	Contract Management Paperless Automated Support System
COMSEC	Communications Security
CONUS	Continental United States
COOP	Continuity of Operations
COPSS	Commodity Oriented Procurement Support System
COSACS	Command Security Automated Control System

CPMS	Contract Property Management System
CPS	Contractor Profile System
CPSRS	Contractor Purchasing System Review System
CPU	Central Processing Unit
CRTS	Central Reporting Tracking System
CTA	Conceptual Technology Assessment
CTOL	Cataloging Tools On-line
DAAS	Defense Automatic Addressing System
DAASO	Defense Automatic Addressing System Office
DACO	DLA ADP/T Contracting Office
DADS	DSAC Automated Disposition System
DAISRC	DLA Automated Information Systems Review Council
DAISY	Defense Reutilization and Marketing Automated Information System
DARIC	Defense Automation Resources Information Center
DARP	DAAS ADPE Replacement Program
DASC	DLA Administrative Support Center
DASD	Direct Access Storage Device
DBMS	Data Base Management System
DBOF	Defense Business Operations Fund
DCAA	Defense Contract Audit Agency
DCARS	Defense Contract Action Reporting System
DCMAO	Defense Contract Management Area Operations
DCMC	Defense Contract Management Command
DCMCI	Defense Contract Management Command International
DCMD	Defense Contract Management District
DCMDC	Defense Contract Management District Central
DCMDM	Defense Contract Management District Mid-Atlantic
DCMDN	Defense Contract Management District Northeast
DCMDS	Defense Contract Management District South
DCMDW	Defense Contract Management District West
DCMPRO	Defense Contract Management Plant Representative Office
DCMS	DASC Commanders Management System
DCN	DLA Corporate Network
DCPSO	DLA Civilian Personnel Service Support Office
DCR	DLA Corporate Repository
DCSC	Defense Construction Supply Center
DDCO	Defense Depot Columbus
DDOU	Defense Depot Ogden
DDRC	Defense Distribution Region Central
DDRE	Defense Distribution Region East
DDRV	Defense Depot Richmond
DDRW	Defense Distribution Region West
DDS	Defense Distribution System
DeCA	Defense Commissary Agency
DEMIS	Defense Environmental Information Management System
DEPRA	Defense Program for Redistribution of Assets
DESC	Defense Electronics Supply Center
DFAMS	Defense Fuels Automated System
DFARS	Defense Federal Acquisition Regulation Supplement
DFAS	Defense Finance and Accounting Service
DFR	Defense Fuel Region

DFSC	Defense Fuels Supply Center
DGSC	Defense General Supply Center
DIMES	DLA Integrated Management Engineering System
DIPEC	Defense Industrial Plant Equipment Center
DISA	Defense Information Systems Agency
DISC	Defense Industrial Supply Center
DISMS	Defense Integrated Subsistence Management System
DLA	Defense Logistics Agency
DLAH	Defense Logistics Agency Handbook
DLALIS	DLA Office of General Counsel Automated Legal Information System
DLAM	Defense Logistics Agency Manual
DLAPS	DLA Publishing System
DLAR	Defense Logistics Agency Regulation
DLIS	Defense Logistics Information System
DLSC	Defense Logistics Services Center
DM	Data Management
DMDC	Defense Manpower Data Center
DMF	Defense Microcomputer Forum
DMINS	Distributed Minicomputer System
DMP	Data Management Program
DMR	Defense Management Report
DMRD	Defense Management Report Decision
DNSC	Defense National Stockpile Center
DoD	Department of Defense
DoDAAD	DoD Activity Address Directory
DoDDS	DoD Dependent Schools
DOLD	DLA Office of General Counsel Legal Data Base
DORAN	DLA Operations Research Analysis Network
DORO	DLA Operations Research Office
DPACS	DLA Preaward Contracting System
DPI	Data Processing Installation
DPRO	Defense Contract Management Representative Office
DPSC	Defense Personnel Support Center
DPSSO	DLA Performance Standards Support Office
DRAMA	Data Review, Analysis and Monitoring Aid
DRF	Designated Repair Facility
DRMO	Defense Reutilization and Marketing Office
DRMR	Defense Reutilization and Marketing Region
DRMS	Defense Reutilization and Marketing Service
DSAC	DLA Systems Automation Center
DSATS	DLA Standard Automated Transportation System
DSC	Defense Supply Center
DSO	Defense Subsistence Office
DSOATS	Defense Subsistence Office Automated Transportation System
DSS	Distribution Standard System
DTIC	Defense Technical Information Center
DWASP	DLA Warehouse and Shipping Procedures Systems
EA	Economic Analysis, Executive Agent
EC	Electronic Commerce
EDI	Electronic Data Interchange
EDMICS	Engineering Data Management Information and Control System

EIS	Executive Information System
EMACS	Equipment Management and Control System
E-MAIL	Electronic Mail
EMIS	Executive Management Information System
EOP	Executive Office of the President
ES	Expert System
ESEX	Emergency Supply Expert System
ESOC	Emergency Supply Operation Center
ET	Environmental Test
EUC	End User Computing
FAR	Federal Acquisition Regulation
FCS	Federal Catalog System
FEDLOG	Federal Logistics Data on CD-ROM
FF&V	Fresh Fruit and Vegetables
FFAVORS	Fresh Fruits and Vegetables Order Receipt System
FIP	Federal Information Processing
FIRMR	Federal Information Resources Management Regulation
FPL	Functional Priority List
FTS	Federal Telecommunications System
FY	Fiscal Year
GAO	General Accounting Office
GBL	Government Bill of Lading
GOSIP	Government Open Systems Interconnection Profile
GSA	General Services Administration
GUI	Graphical Unit Interface
HMIC	Hazardous Material Identification Code
HMIS	Hazardous Materials Information System
HQ	Headquarters
HQ-MIS	Headquarters Management Information System
I&S	Interchangeability and Standardization
IC	Information Center
ICAS	Integrated Contract Administration System
IE	Information Engineering
IFS-M	Integrated Facilities System-Mini/Microcomputer
ILCS	Integrated Logistics Communication System
IOC	Initial Operating Capability
IPC	Information Processing Center
IPE	Industrial Plant Equipment
IQUE	Inplant Quality Evaluation
IRM	Information Resources Management
IRMS	Integrated Requirements Management System
ISSM	Information System Security Manager
ISSO	Information System Security Officer
ITAP	Integrated Technical Application Program
IVR	Interactive Voice Response
LAN	Local Area Network
LCM	Life Cycle Management
LIDS	Logistics Information Data Services

LINX	Logistics Information Exchange
LOGRUN	Logistics Remote Users Network
LSAR	Logistics Support Analysis Record
LSIS	Logistics Standard Interim System
MAISRC	Major Automated Information Systems Review Council
MAPAD	Military Assistance Program Address Directory
MASCIPE	Maintenance and Storage Control of Industrial Plant Equipment
MASS	Management Analysis Statistical System
MEDALS	Military Engineering Data Asset Locator System
MILSTEP	Military Supply and Transportation Evaluation Procedures
MIR	Management Information Report
MIS	Management Information System
MMHS	Mechanized Material Handling System
MOCAS	Mechanization of Contract Administration Services
MOPS	Military Online Personnel System
MPCAG	Military Parts Control Advisory Group
MPCASS	Modernized Parts Control Automated Support System
MPDR	Military Position Description Report
MRE	Meal-Ready-To-Eat
MRO	Materiel Release Order
MS-DOS	Microsoft Disk Operating System
MSDS	Material Safety Data Sheet
NAF	Non-Appropriated Fund
NASA	National Aeronautics and Space Administration
NSN	National Stock Number
OASIS	Office Automation Standard Information System
OCONUS	Outside the Continental United States
OCR	Optical Character Recognition
OGC	Office of General Counsel
OMAS	Official Mail Accounting System
OODBMS	Object Oriented Data Base Management System
OPM	Office of Personnel Management
OSD	Office of the Secretary of Defense
PASS	Pre-Award Survey System
PAT	Process Action Team
PC	Personal Computer
PCARSS	Plant Clearance Automated Reutilization Screening System
PDM-P	Physical Distribution and Marketing, Disposal Planning & Execution
PDP	Project Development Plan
PEP	Planned Emergency Procedures
PL	Public Law
PLFA	Primary Level Field Activity
PLPL	Printing Log and Procurement Log
POM	Program Objective Memorandum
POSIX	Portable Operating System Interface for Computer Environments
PSE	Principal Staff Element
PQDR	Product Quality Deficiency Reporting

QA	Quality Assurance
QAR	Quality Assurance Representative
QATDP	Quality Assurance Technical Development Program
QMB	Quality Management Board
QUARM	Quality Assurance Resource Model
QUEST	Quality Evaluation and Sensing Technique
RACF	Resource Access Control Facility
RAD	Rapid Application Development
RAID	Redundant Array of Inexpensive Disks
RFCC	Regional Freight Consolidation Center
RGF	Report Government Facilities
RPEP	Register of Planned Emergency Procedures
RPMA	Real Property Maintenance Activities
SALT	System Analysis of Laboratory Tests
SAMMS	Standard Automated Materiel Management System
SCAMP	System for Control and Automated Management of Paperwork
SPE	Single Point of Entry
SPECS	Small Purchase Electronic Competitive System
SPEDE	SAMMS Procurement by Electronic Data Exchange
SQL	Structured Query Language
SRD1	STANFINS-Redesign 1
SSPE	Supply Support Planning and Execution
STANFINS	Standard Army Finance and Accounting System
TALE	Time Attendance and Labor Exception
TAMS	Termination Automated Management System
TIE	Technical Information Exchange
TIR	Total Item Record
TMO	Transition Management Office
TQM	Total Quality Management
TRAMS	Transportation Management System
TRC	Technology Research Center
ULANA	Unified Local Area Network Architecture
UMS	User Management System
VAN	Value Added Network
WAN	Wide Area Network
WLAN	Wireless Local Area Network